

Curriculum

Master of Science in Management Sciences

MS (Management Sciences)



Department of Business Administration,

Rawalpindi Women University,

Rawalpindi, Pakistan.

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1. Introduction

Rawalpindi Women University (RWU) is a newly established institute with a vision of forward-thinking enterprising, and research-oriented activities. Before December 2019, RWU was a well-reputed Govt. Post Graduate College for Women, which was established in 1950. The government of the Punjab established it with a twofold objective, such as higher education in Rawalpindi suburbs and character formation of the students in the light of Islamic teachings and grooming them as dignified, disciplined, progressive, and patriotic women of Pakistan. RWU is a public sector university that provides high-quality teaching and cutting-edge learning experiences that can exemplify our undergraduate and postgraduate students in the market. In addition, RWU focuses on working as a catalyst in Pakistan's economic and social transformation. For this purpose, a research-oriented mindset is being created to solve real-world problems and impact Pakistan's economy.

Department of Business Administration has existed since the inception of RWU and provides an excellent and comprehensive education to women in all essential fields of business and management. A combination of foreign-qualified and local experienced faculty provides a strategic advantage and makes significant contributions to the academic activities of RWU. Quality teachings and a research-oriented approach motivate the department to offer an MS Management Sciences program. It can equip the students with the knowledge necessary to deal with the challenges of the contemporary world of business, contribute to the research domain, and fulfill the growing demand for highly qualified individuals potentially working on the real-world problems in context of Pakistan. The curriculum emphasizes the development of research capabilities necessary for a graduate to deal with the modern challenges.

The objective of MS Management Sciences is to polish research related capabilities of business graduates which require 04 semesters minimum and 06 semesters maximum for this purpose. A combination of core and elective courses having focus on the research related capabilities can provide the best outcome. Additionally, students may choose a specific domain from one of the given areas:

- Marketing
- Finance
- Human Resource Management

1.1 Vision statement

Encourage women to become business leaders through education and skill development.

1.2 Mission Statement

The university aspires to become a seat of academic excellence at the undergraduate and post graduate levels to provide an enabling environment to women and equip them with productive skills for nation-building.

Our mission is to provide quality business education aimed at fostering research based managerial capabilities, entrepreneurial mindsets and ethical values in young women to become successful business leaders and responsible citizens of the society.

1.3 Program Objectives

The objectives of MS (Management Sciences) program are as follows:

- To polish business knowledge and familiarize with advance research knowledge for academic contribution.
- To develop research skills among business graduates
- To enable the students to apply their knowledge and skills associated with research and to further strengthen these skills through practical research work.

1.4 Learning Outcomes

The introduction of MS (Management Sciences) program would strengthen the research culture among the business students. The MS (Management Sciences) program in particular can add to research knowledge and abilities, giving students the opportunity to apply research information to real-world business challenges and scientific solutions. Also, the MS (Management Sciences) graduates can find new horizons and excel in business world.

It is pertinent to mention that RWU targeted female population with humble background is residing in close vicinity of the twin cities. Focusing on such individuals who cannot continue their higher studies in co-education can be a competitive advantage of the Department of Business Administration. Furthermore, providing research capabilities to women can improve the overall research orientation of targeted individuals and significantly contribute to the RWU profile. The department is already producing a large number of BBA graduates annually and

would like to provide them the opportunity for higher education in field of management sciences to avail job opportunities in close vicinity of the twin cities.

The targeted individuals can avail this opportunity to improve their research related knowledge in a women-oriented environment located near to their homes hence a large number of students are expected to enroll on its first offering.

- Provide quality education for the professional improvement and induction of entrepreneurial capabilities.
- Enhance research productivity by identifying gaps and contributing to business knowledge areas.
- Find pathways for converting business-as-usual to sustainable business activities for the volatile market challenges.

2. Eligibility/Admission Requirement

In accordance with the provided guidelines of the Rawalpindi Women University (RWU) Admission Policy.

- (a) BBA (HONS)/M. Com/BS in Business Administration related subjects or Equivalent 16 years of business education with minimum of 2.5 (out of 4.0 CGPA) in semester system and 45% marks in annual system.
- (b) 16 years of Business education with minimum of 2.5 (out of 4.0 CGPA) in semester system and 45% marks in annual system.
- (c) GRE-Subject/NTS(GAT) test with 50% score or equivalent university admission test with a minimum of 50% score is required to qualify the Departmental subject wise test.

3. Duration and semester wise breakup of Workload

- a) A student admitted into the MS (Management Sciences) program shall be required to complete 24 credit hours of course work along with Twenty-Six (26) credit hours of research work/dissertation. The duration of MS program as per the RWU criteria is as follows:

Minimum duration	04 semesters (02 years)
Maximum duration	06 semesters (03 years)

Semester 1	Cr. Hrs.	Details	Remarks
1	12	02 core and 02 elective subjects of 03 credit hours each	Course work
2	12	02 Core and 02 elective subjects of 03 credit hours each	Course work
3 and 4	26	Thesis	Research work

4. Scheme of Studies for MS (Management Sciences)

Semester 1

Code	Course Title	Type	Cr. Hrs.
CODE	Elective-I	Management (Elective)	03
CODE	Elective-II	Management (Elective)	03
CODE	Elective I	Elective	03
CODE	Elective II	Elective	03
		Total	12

Semester 2

Code	Course Title	Type	Cr. Hrs.
CODE	Elective-III	Management (Elective)	03
CODE	Elective-IV	Management (Elective)	03
CODE	Elective-III	Elective	03
CODE	Elective-IV	Elective	03

		Total	12
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Semester 3 and Semester 4

Code	Course Title	Type	Cr. Hrs.
MS-799	Thesis	Research	26
		Total	50

5. Title of degree program

The exact title of Master of Science in Management Sciences program that will appear on relevant degrees is as follows:

- **MS (Management Sciences)**

6. Thesis Review Policy

The MS (Management Sciences) thesis would be evaluated in accordance with the provided guidelines of RWU's policy.

7. List of Management Elective Courses

Sr. No.	Course Code	Course Title	Course Type	Pre-Requisite	Credit Hours
1	MGT-701	Advanced Research Methods	Management Elective	Nil	3
2	MGT-702	Advanced Strategic Human Resource Management	Management Elective	Nil	3
3	MGT-703	Advanced Strategic Marketing	Management Elective	Nil	3
4	MGT-704	Advanced Strategic Finance	Management Elective	Nil	3
5	MGT-705	Philosophies, Theories and Thoughts in Management	Management Elective	Nil	3
6	MGT-706	Advanced Quantitative Research Techniques	Management Elective	Nil	3

8. Course Outlines of MS (Management Sciences)

8.1 Advanced Research Methods

MS-Management Sciences

Course Code: MGT-701

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course will provide with knowledge and skills needed to solve the problems and meet the challenges of a fast-paced decision-making environment. The course addresses a wide range of business research methods including various methods of data collection and analysis. This course will introduce you to the concepts and methods used in general and particularly in business and management research. It will also provide you the transferable skills which can be used in a wide variety of business and management practices. The advantages and limitations of different research approaches will be examined, as well as their applicability in different organizational contexts. Topics will include research planning, sampling, exploratory research, interviews, secondary data analysis, survey methodology, and quantitative analytical methods. The main aim of the course is for students to develop an understanding of the business research process, and to address this aim, the course is divided into two sections. Part 1 will address research planning and data collection; Part 2 will address analysis of collected quantitative data and discussion of Results. Moreover, writing of proposals and research articles would also be covered.

Learning Outcomes

At the end of this course, students will be able to:

- Demonstrate an in-depth knowledge of the problem solving and critical thinking, which should be fostered in the class discussion where students should apply theoretical concepts to actual case studies.
- Perform evaluation of data in relation to theoretical principles, tools and techniques.
- Demonstrate and provides an exercise necessary for the conduct of research (research paper or dissertation).

Course Outline

Unit 1. Introduction to Research and its Types

Formulation of Research Problem(s) and the logical framework. Underlying processes of scientific research; Role of theory in problem formulation; philosophical basis of formulation of a research problem, Generating versus verifying theories, The empirical unfolding of research problems, Research questions stemming from multi-method Research, Mixing metaphors to generate research problems, Identifying research objectives, The logical framework approach to project planning and management, The vertical logic of a logical framework, The horizontal logic of a logical framework; The project outputs and activities, the proposal budget and budgeting.]

Unit 2. The Research Process and Identification of Problem

Scientific thinking in research. Problem definition and Topic Selection. Research Methodology. Types of research. Steps in research process. Research Onion., Pure/ Applied, Philosophies. Paradigms Methods (Qualitative, Quantitative). Approaches (Inductive/ Deductive). Strategies. Population. Sampling Techniques and size. Data Analysis Tool. Sources of Research data. Approaches to Research Meanings of Methodology; and Choosing a Research Strategy. Critical review of article. Getting Started: Using and Conducting a Literature Review and Ethics in Research. Preparation of a fact sheet. Establishing a theoretical framework using underpinning theory. Analysis of various frameworks for identification of variables. Establishing a Research Design and Nature of Your Research Design. Analysis and review of Impact factor article

Unit 3. Library Information Search

Use of library and e-resources in research proposal writing; citations and referencing techniques. Format APA

Unit 4. Exploratory Research and Qualitative Analysis

Qualitative research and theory building, Conceptual framework. Qualitative Analysis tools NVIVO, Thematic Analysis. - Qualitative research methods and research instruments. Content analysis. Thematic analysis. blending quantitative and qualitative research designs. mixed-methods study

Unit 5. Explanatory and Quantitative Research

Survey method and business research. Sample size and sampling techniques - sampling simple random sampling, stratified random sampling; ratio estimators, difference estimation and regression estimator; systematic sampling; cluster sampling; multi-stage sampling; multi-phase sampling; sampling on successive occasions, errors in survey. Research design (experimental, quasi-experimental and observational study designs – Case control, Cohort and Cross-sectional)); data analysis. Major theoretical and philosophical underpinnings of research including: the idea of validity in research; reliability of measures; Basic method of communication with respondents, Quantitative Tools SPSS, AMOS (Introduction), Reliability, Validity. Hands on workshop on Data Analysis. Workshop on data analysis & interpretation. Primary Data Collection through Observation and Using Secondary Data Analyzing Quantitative Data using SPSS & AMOS

Unit 6. Measurement and Scaling Concepts, Attitude Measurement

Types of measures. Types of scales. Types of attitudes and their relevant scales. Fundamental of Measurement & Scales and Selecting Sampling.

Unit 7. Questionnaire Design, Sample Designs. Determination of Sample Size,

Open ended questions. Close ended questions. Types of sampling. Relevance of sampling technique to research question. Descriptive analysis. Survey Research Method and The Nature of Questionnaire Surveys

Unit 8. Data Analysis and interpretation, Research Report

Entering data in SPSS. Univariate Analysis. Using SPSS for univariate analysis. Bivariate analysis: Tests of differences. Tests of mean differences. ANOVA. Regression analysis using SPSS. CFAs and Path analysis using AMOS. Contents of a research paper. Managerial decision making and Research. Policy implications for managers. Ethical considerations

Recommended Books/ Reference Material

1. Collier, J. (2020). Applied structural equation modeling using AMOS: Basic to advanced techniques. Routledge.
2. Hennink, M., Hutter, I., & Bailey, A. (2020). Qualitative research methods. Sage.
3. Mishra, S. B., & Alok, S. (2022). Handbook of research methodology.
4. Pandey, P., & Pandey, M. M. (2021). *Research methodology tools and techniques*. Bridge Center.
5. Privitera, G. J. (2022). *Research methods for the behavioral sciences*. Sage Publications.

8.2 Advanced Strategic Human Resource Management

MS-Management Sciences

Course Code: MGT-702

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course examines the role of the human resource professional, as a strategic partner, in managing advance contemporary organizations. The course introduces concepts, issues and practices in human resource management such as human resource planning, job design and analysis, recruitment and selection, training and development, performance appraisal, compensation and benefit management, career planning and development, employee relations, appraising the implications of legal and global environments and analyzing the current issues (such as diversity training, sexual harassment policies, rising benefit costs), and best practices of employers of choice.

Learning Outcomes

At the end of this course, students should be able to:

- Analyzing firm's internal and external human resource strategic issues
- Understanding how firms formulate and implement corporate, business and functional level HR strategies.
- Understanding how firms use various HR strategies to compete within their chosen industries and attempt to gain and sustain competitive advantage.

Course Outline

Unit 1. The Dynamic Environment of HRM, Functions and Strategic Nature of HRM and ER

Technology, Globalization, Cultural influences, Changing demographics etc. HR personnel as strategic partners. Environmental influences, HR department activities. The goals of HRM and ER, and how they relate to strategy and the

process of strategic management Strategic choice/contingent approaches. Best practice and resource-based approaches. Critical and institutional perspectives. The goals. Organizational strategy and the process of strategic management. HR strategy. Visions and missions. HR strategic goals. Critical success factors in HR. Key result areas. Key performance indicators. Core competencies. Core values. HR and business strategy- Coca cola

Unit 2. Measuring Human Resources

Measuring HR strategies: the main KPIs, Human resources versus human capital. Return on Human Capital (ROHC) and Cost of Labor (COL). Human Value Added (HVA) and Profit per Employee (PPE). Employee morale and employee satisfaction indices. Other HR metrics. HR scorecards and dashboards. The balanced scorecard

Unit 3. Strategic HR Planning and Job Analysis

Corporate, business and functional strategy development. Leadership-Meaning and relevance of leadership - Global and cross-cultural leadership - Moral aspects of leadership; power - Leader as motivator and coach - Leadership and integrity, responsibility and accountability. Employment planning steps; Job Analysis: Job description vs job specification. Job analysis techniques. Recruiting strategies; Goals and restraints, referrals. Strategic planning and budgeting for human resources. Approaches to planning. Various HR plans. Workforce plans. Training plans. Project plans. The importance of budgeting. Approaches to budgeting. Budgeting for HR plans. Cyberspace recruiting, recruitment vs selection. Person-job fit - Job-person fit - Job Characteristics Job Design, Job Enrichment, Job implication, Job rotation. Job Enlargement, Job Evaluation. Work force management and planning. Best practice and resource-based approaches. Critical and institutional perspectives. Designing strategic HRM. Steps and processes. Workforce analysis and planning Case Study: Nestle

Unit 4. Strategic Employee Selection Process

Recruiting and selecting employees. Recruitment techniques. Sources of recruitment. Methods of recruitment. Selection tests and Interviewing techniques. Placement. Selection as a tool for strategic talent management. Thinking in terms of organizational psychodynamics: open systems and psychoanalytic perspectives.

Unit 5. Strategic Employee Training and Development, Career Management, Employee Relations

Training the employees. Purpose of training. Types of training. Training process. Technique of training. Key Components of Learning & Training. ADDIE Plan. Kirkpatrick Model of Training. Forces Impacting Learning. Career Planning and Management. Talent Management / Development- Motivation. Socializing, Orienting, Developing Employees; Socialization steps, training needs, Evaluating training and development. Case studies. Managing Careers and HR strategies; Career development; Holland Vocational Preferences. Strategic talent development and management. Talent and retention strategies. Managing employee voice

Unit 6. Strategic Performance Management and Employee Turnover

Appraisal process steps; MBO; Strategic Performance appraisal. Performance appraisals. Performance management. Career growth Total rewards and compensation – Strategic Incentive plans and executive compensation - Employee benefits. Succession Planning- Identifying and measuring employee performance criteria / KPIs- Performance Evaluation (360-degree evaluation / Balanced Scorecards). Measuring individual performance and commitment. Turnover versus attrition (gross and net turnover). Voluntary versus non voluntary separation. Analyzing turnover: interpreting the data. Cost of turnover for organizations. Healthy versus unhealthy turnover. Turnover index. Evaluating strategic HRM effectiveness

Unit 7. Strategic Compensation, Incentives and Rewarding for Performance

Managing compensation. Types of compensation. Pay for Performance. Designing and administering benefits. Types of benefits. Strategic Rewards and Pay Plans. Rewards classifications, Competency-based compensation Myths related to compensation

Unit 8. Strategic Models and Complex Responsive Processes, Organisational Change, Implementing and Evaluating Strategic HRM

Creating efficient and ethical corporate cultures - Impact of culture - Defining and evaluating organizational culture - Learning organizations. The role of leadership / strategic leadership - How to deal with constant rapid change - The implementation cycle - Sense of urgency - Organizational development. Strategy narratives models. Global goals and expectations. Organisational dynamics and strategy. Ethics in HRM/ER balancing organisational objectives, professional obligations and personal values. Implementing strategic HRM. Managing Employee Voice and representation. professional obligations and personal values. Designing incentives and reward systems. Managing individual performance and commitment. Personal and professional competencies and attributes. Ethics in Strategic HRM balancing organizational objectives Negotiating organizational change. Evaluating Strategic HRM. Tools and techniques used. Documentation and standard template formats

Recommended Books/ Reference Material

1. Bassett-Jones, N. (2023). Strategic Human Resource Management: A Systems Approach. Routledge.
2. Daniel, T. A. (2024). Toxic Leaders and Tough Bosses: Organizational Guardrails to Keep High Performers on Track. Walter de Gruyter GmbH & Co KG
3. Greer, C. R. (2021). Strategic human resource management. Pearson Custom Publishing
4. Kankaew, K. (Ed.). (2023). *Strategic Human Resource Management in the Hospitality Industry: A Digitalized Economic Paradigm: A Digitalized Economic Paradigm*. IGI Global.
5. Mahinda, W., Onwong'a, M. W. M., & Mwaura, R. S. N. (2023). *Strategic Human Resource Management Practices*. IPR Journals and Book Publishers.

8.3 Advanced Strategic Marketing

MS-Management Sciences

Course Code: MGT-703

Credit Hours: 03

Pre-requisite: Nil

Objectives

The aim of this course is to introduce to the students to the current as well as classic topics in marketing strategy. Primary objective is to encourage some thinking in marketing particularly for strategy. A reading list is given in this course outline; however, more articles will be added to it. This course is a starting point for those who have a research interest in marketing strategy area.

Learning Outcomes

At the end of this course, students should be able to:

- Critically analyze journal papers relating to strategic marketing.
- Present, debate theories, and apply concepts and issues arising from the assigned readings to real business situations.
- Critique and conceptualize different ways of conducting research related to strategic marketing.

Course Outline

- Unit 1. Marketing Strategy**
Defining Marketing Objective. Creating A Marketing Strategy. The Elements of a Marketing Plan. Marketing Models and Case Studies
- Unit 2. Market Research, Analytics and Insight**
Understanding Primary and Secondary Research. Technological Considerations in Research. Quantitative and Qualitative Research. Trends Analysis and Market Overview
- Unit 3. Demographics, Consumer Psychology and Psychographic**
Behavioural Economics and Marketing. Attitudes, Values and Lifestyles. The Psychology of Marketing. Demographics and Data Insights
- Unit 4. Creating Value in a Business Proposition**
Specifying Values. Unique Selling Proposition. Seven (7) Rules of Business Propositions
- Unit 5. Market Planning – Segmentation, Targeting, Positioning**
Segmentation Analysis. Targeting Consumers. Market Positioning and Repositioning Strategy. Building Customer Profile
- Unit 6. Understanding Product Life Cycles**
Product Life Cycle Planning. Scaling Growth. Managing Transitions and Declines. Cross Product Service Strategies

Unit 7. Marketing Communications, Branding and Design
Create Winning Marketing Campaigns. Branding Principles. Design Management.
Integrated Marketing Solutions

Unit 8. Managing a Marketing Budget
Managing Budget. Handling Constraints. Delivering Return on Investment (ROI)

Recommended Books/ Reference Material

1. Aaker, D. A., & Moorman, C. (2023). *Strategic market management*. John Wiley & Sons.
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
3. Paley, N. (2021). *The manager's guide to competitive marketing strategies*. Routledge.
4. Palmatier, R. W., & Sridhar, S. (2020). *Marketing strategy: Based on first principles and data analytics*. Bloomsbury Publishing.
5. Park, S. (2020). *Marketing management* (Vol. 3). Seohee Academy.

8.4 Advanced Strategic Finance

MS-Management Sciences

Course Code: MS-704

Credit Hours: 03

Pre-requisite: Nil

Objectives

This is an advanced course in finance that focuses upon the linkages that exist between corporate objectives, strategy, financial policy, financing strategies, corporate governance, and the creation and allocation of wealth to realize the strategic objectives of the organization. It also differentiates and evaluate the appropriate tools that can be applied to structuring and managing the business and financial affairs of a firm under varying conditions.

Learning Outcomes

At the end of this course, students should be able to:

- Use the standard models of strategic finance to analyze, evaluate and diagnose the real business problems for effective corporate governance.
- Analyze and evaluate the potential impact of emerging issues of finance concerning Strategic Finance to a range of problems and situations.
- Contribute more effectively to financial strategy of a firm by taking a more proactive and forward-looking approach using appropriate finance related tools and techniques.

Course Outline

Unit 1. Corporate Governance, Business and Financial Strategy, Business and Financial Strategy, the Vital Link

Corporate Financing, Finance, Strategic Finance/ Corporate Finance, difference between Accounting and Finance, Scope of Finance. Objectives of Finance: Profit and wealth maximization criterion for financial decision-making Ethical

Issues in Corporate Governance. Difference between Corporate governance and management Approaches of Corporate governance types of board of directors Corporate Governance and Failure Research Paper (Corporate Governance and Firm Value). The Purpose and Goals of the Firm. The Aims and Principles of Competitive Strategy. The Role of Financial Strategy in Business Success. Tools for Strategic Analysis and Strategy Development. Building a Winning Business Model. Implementing an Effective Performance Management System

Unit 2. Financial Performance Management

Understanding, Analyzing and Interpreting Financial Statements. Agency Theory and its Impact on the Business's Goals. Investor and Stock Market Behavior: Share Price Drivers. Key Concepts in Measuring Shareholder Value. Understanding Cost Behavior and Profit. Measuring and Improving Return on Investment. A Strategic Approach to Cost Reduction. Managing and Enhancing Shareholder Value. Working capital. Analysis of financial statements. Cash Flow Analysis and Financial Planning

Unit 3. Financial Planning: Budgeting and Beyond, Funding Strategy and Liquidity Management

Sources of Business Finance: Equity and Debt. Financial Gearing – Risk and Impact on Profitability. Calculating Company Cost of Capital and its Implications. Optimum Capital Structure: Theory and Practice. Cash Flow and Liquidity Management. Designing and Building Financial Models in Excel. Financial Model Application: Cash Flow Forecasting. Financial Patterns. Dividend Payments. Systemic Risk Methods of systematic and systemic risk measurements Discussion on Research Paper (Systemic risk in Banks, insurance firms and financial services). The Valuation of Long-Term Securities. Risk and Return. Operating and Financial Leverage. Capital Structure. Cost of Capital. Financing Equity Finance. Financing Debt Finance. Financing Capital Structure Decisions

Unit 4. Capital Investment Strategy and Risk Management Strategy

Capital Investment Management. Using the Discounted Cash Flow (DCF) Tools in Excel. Tools for Capital Investment Appraisal and Decision-making. Financial Model Application: Capital Investment Appraisal Analysis. An Integrated Approach to Risk Management. Tools for Identifying and Analysing Business Risk. Using Financial Instruments to Manage Financial Risk. Decision-making under Conditions of Risk. Predicting Corporate Distress and Failure. Performance Measurement in Strategic Finance. Overview of Working Capital Management. Cash and Marketable Securities Management. Receivables Payables and Inventory Management. Short Term Financing

Unit 5. Corporate Governance: Defending and Growing the Business

Purpose and Principles of Corporate Governance. Long-term Business Growth Strategies. Why even great companies can fail? Understanding Business Model Disruption. Innovation Killers. Mergers and Acquisitions Business Restructuring and Reorganization

Unit 6. Evaluating Investment Opportunities, Capital Investment Decision-Making

The Markowitz Model of Portfolio Risk. The Capital Asset Pricing Model. A Practical Application of the CAPM to a range of companies. The Time Value of

Money and Discounted Cash Flow Techniques. The Gordon Growth Model. A Practical Application of Forecasting Dividends. Determining the Cost of Debt. The Weighted Average Cost of Capital (WACC). The Ameritrade Case. Investment Appraisal using the Net Present Value Approach. The Importance of the Cost of Capital. Scenario Analysis. Payback and Adjusted Payback. The Internal Rate of Return (IRR) approach. A Practical Application of the IRR Approach. Pitfalls in using the IRR Approach. Real Options. Valuation techniques of corporate stocks Dividends discount models Constant growth dividend discount model Constant dividend model Variable growth dividend discount model Risk Return Capital (Indigenous article). Characteristics and Decision-making Process. Investment Appraisal Techniques. Principles of Discounted Cash Flow Analysis. Understanding Net Present Value (NPV). Outsourcing Services: Objectives and Decision Criteria. PPI and PFI. Risk and Return Calculation CAPM. Types of mergers Hostile versus Friendly Takeovers Merger Regulation What cash flows are discounted in the FCFE model, and what is the discount rate?

Unit 7. The Corporate Financing Decision Financial Analysis of Public Sector Accounts

Financial Leverage. Modiglianni and Millers Theory of Capital Structure. The Risk of Bankruptcy. The Optimal Capital Structure. The Dividend Decision. The Clientele Effect. The Taxation Effect. The Principal Agent Problem. The Market for Corporate Control. Understanding and Analysing Cost Behaviour. The Cost-Volume-Profit Relationship. Why analyse financial statements? The Financial Analyst's Toolkit. Interpreting Financial Ratio Analysis of Public Sector Reports. Managing and Improving Spending Deficits. Business Valuation. Financial and Strategic Implications of Mergers and Acquisitions. Dividend Policy and Decision Making: Financial Derivatives. Accounts and Audit of Treasury Operations

Unit 8. Risk Management and Derivatives

Hedging Exchange Rate Risk using. The Forward Market. The Options Market. Zero Cost Collars. Hedging Commodity Price Risk using. Options. Futures. Trade-off Theory Pecking order theory, signaling theory, Factors affecting Capital Structure Capital Structure a Brief review of Capital Structure Theories

Recommended Books/ Reference Material

1. Brealey, R. A., Myers, S. C., & Marcus, A. J. (2023). *Fundamentals of corporate finance*. McGraw-Hill.
2. Fraser, J. R., Quail, R., & Simkins, B. (Eds.). (2021). *Enterprise risk management: Today's leading research and best practices for tomorrow's executives*. John Wiley & Sons.
3. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage AU.
4. Rhee, R. J. (2023). *Corporate Finance*. Aspen Publishing.
5. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2022). *Fundamentals of corporate finance*.

8.5 Philosophies, Theories and Thoughts in Management

MS-Management Sciences

Course Code: MGT-705

Credit Hours: 03

Pre-requisite: Nil

Objectives

This is an advanced level course in management whose scope is not confined to any textbook. Students will be asked to read a number of articles, case studies and research papers on various management philosophies and theories that have emerged over the past half a century, in various disciplines of management and discuss their efficacy and practical application. Each student will be formally required to comment on the different aspects of these articles and make a presentation there of. This course aims at providing students with an in-depth understanding of theory in management. As a complex and dynamic system it does display clear sources and diffusion patterns. The resulting landscape is far from ordered, rather a proliferation of theories and concepts gives an abundance of lively thinking and practice. The interplay between a theoretical narrative and practice, as well as the other way round will be analyzed in detail. Students will be provided with guidance as far as developing theoretical contributions is concerned.

Learning Outcomes

At the end of this course, students will be able to:

- Appraise philosophical perspectives by which people have attempted to understand the world, themselves and each other and how these impacts on organizational sustainability.
- Examine the field of management theory, whilst of recent origin, necessarily draws on a wide range of ancient wisdom.
- Analyze and apply diverse philosophical perspectives to the task of problem solving, leading, and motivating teams.

Course Outline

Unit 1. Introduction: History and Evolution of Modern Management

Why Philosophy of Science. Epistemology and Ontology. Research Onion. Importance of theory. Theory Formulation. Theory Development. Theory testing.

Unit 2. Management's Devotion to Theory Through Philosophies

Too much of a good thing. Theory building current and prospective avenues. Case Studies. Philosophies. Philosophy of Science Schools of Thought. Empirical and Theoretical Research. Logical Positivism. Relativism. Pragmatism. Critical Realism.

Unit 3. The Nature of Social Science

Explanation of Human Action. The Scientific Approach. Behavioral Research. Problems and Hypothesis. Constructs, Variables, and Definitions.

Unit 4. Explanation, Causation, and Laws

Action and Intentionality, Causal Inference. Inductive Reasoning. Deductive Reasoning. Measurement Theory. Foundations of Measurement. Reliability and Validity. Rational Choice. Constructivist Rationality. Ecological Rationality. Judgment under Uncertainty.

Unit 5. Theory Building

Discovering Theory. Constructing Theory. Justifying Theory. Theorizing. Case studies for theory building process. Research articles and their critical reviews.

Unit 6. Importance of Databases and Digital Research for Theories and Philosophies

Digital Research. Designing Internet Studies. Cognitive Computing and AI. Big Data Research. Data Analytics and Machine Learning. Artificial Intelligence.

Unit 7. Important Theories of Management in Classical and Current Era (Critical Review)

Classical Management theory. Scientific Management theory. Administrative theory. Behavioral theories. Bureaucratic theory. Systems Theory. Human Relations theory. Theory X and Theory Y. Resource Based view. Quantitative management. Learning organisations. Contingency change management. Organizational change theory. Theories of Leadership in past and new. Transactional. Trait. Transformational. Laissez Fair Leadership. Ambivalent leadership. Ambidextrous leadership. Responsible leadership. Safety specific leadership. Seminar. Importance of culture and other factors in theoretical approach. Cultural constraints in management theories. Challenges for relevant theories in management.

Unit 8. Bad Management Theories Versus Good Management Practices

Philosophy of science. The pretense of knowledge. Ideology based gloomy vision. Excessive true claims. Negative assumptions. What is theoretical contribution. The role of managers in management theory. Management theories performative role. Old and new theories. Revisiting motivation theories and creating link to Pakistan context.

Recommended Books/ Reference Material

1. Al-Ababneh, M. (2020). Linking ontology, epistemology and research methodology. *Science & Philosophy*, 8(1), 75-91.
2. Dietz, J. L., & Mulder, H. B. (2020). *Enterprise ontology: A human-centric approach to understanding the essence of organisation*. Springer Nature.
3. Gregor, S. (2017). On theory. In R. Galliers & M-K. Stein. (Eds.) *The Routledge Companion to Management Information Systems* (pp. 57-72). Routledge.

4. Mir, R., & Greenwood, M. (2021). *Philosophy and management studies: A research overview*. Routledge.
5. Schermerhorn Jr, J. R., Bachrach, D. G., & Wright, B. (2020). *Management*. John Wiley & Sons.
6. Smith, A. C., Skinner, J., & Read, D. (2020). *Philosophies of organizational change: perspectives, models and theories for managing change*. Edward Elgar Publishing.
7. Strauss, A. (2023). Discovering new theory from previous theory. In *Human nature and collective behavior* (pp. 46-53). Routledge.

Journals:

Academy of management, Academy of management review, Academy of management annals, Journal of management studies, other SSCI index, Scopus and HJRS Journals. Databases – Indexing databases; Citation databases: Web of Science, Scopus, etc. (ii) Research Metrics: Impact Factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score; Metrics: h-index, g-index, i10 index, altmetrics

8.6 Advanced Quantitative Research Techniques

MS-Management Sciences

Course Code: MGT-706

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is meant to teach Quantitative techniques required by business executives in general and PhD (MS) students in particular. This is an effort towards facilitating business managers and researchers in solving statistical problems using computers. We have chosen SPSS software which is very comprehensive and widely available package for statistical analyses. This course covers advanced level of various quantitative methods including descriptive statistics, various t-tests, ANOVA, One-way ANOVA, Two Way ANOVA, Correlation & Chi Square (parametric/non parametric), Multiple Regression, Logistic regression, Structural Equation Modeling, Data Reduction and Scale Reliability.

Learning Outcomes

- Identify and critically appraise quantitative methods and their application, and select those appropriate to specified research question(s).
- demonstrate an ability to define a data requirement, collect, manage and prepare quantitative data for the problem at hand.
- Use a range of quantitative methods to summarize and analyze quantitative data and also demonstrate an ability to interpret and present analysis results and justify the conclusions and recommendation arising.

Course Outline

Unit 1. Basic Statistical Concepts and Introduction to SPSS

SPSS environment. basic data preparation and management. descriptive statistics. common statistical analysis (T-test, ANOVA, correlation, regression). Hands-on-activity with example data.

Unit 2. Descriptive Statistics

Measures of Central tendency and dispersion. Skewness and Kurtosis. Assumptions and various tests including tests of normality, multicollinearity, heteroscedasticity etc. Frequencies.

Unit 3. Comparing Means

T-test and Z-test, One sample test, independent samples t-test and Paired samples t-test. Comparing Means: Analyses of Variance. ANOVA procedure, Factors and Covariates, Between, within and Mixed designs, Main effects and interactions. Post-Hoc multiple comparisons and Contrast analysis.

Unit 4. Comparing Means Through One-Way and Two-Way ANOVA

One Way Between Groups ANOVA, Unplanned and Planned Comparisons, Two-Way ANOVA. Workshop. Chi Square test of independence of discrete data. Chi Square Goodness of Fit test. Correlation Analysis: Correlation Coefficient, bivariate and partial correlation. Pearson, Spearman/Rank correlation and Kendall tau-b. Non-Parametric: Mann-Witney.

Unit 5. Multiple Regression Analysis

Assumptions and tests of data including tests of normality, linearity, homoscedasticity add multicollinearity. Workshop. Introduction to E views OLS, ARDL, VAR, SWAR, and Johanson. Logistic Regression: Nominal and Multinomial Logistic Regression. Ordinal Logistic regression Probit Regression.

Unit 6. Structural Equation Modeling

Moderation, Mediation, Serial Sequential Mediation, Process Analysis, Mediated-Moderation, Moderated-Mediation.

Unit 7. Data Reduction and Scale Reliability

Factor Analysis. Data Reduction and Scale Reliability: Principle component Analysis. EFA and CFA.

Unit 8. Data Analysis Tools and Interpretation of Results

SPSS, AMOS, SmartPLS, Eviews and STATA.

Recommended Books/ Reference Material

1. Hodge, S. R. (2020). Quantitative research. In *Routledge Handbook of Adapted Physical Education* (pp. 147-162). Routledge.
2. Humble, S. (2020). *Quantitative analysis of questionnaires: Techniques to explore structures and relationships*. Routledge.
3. Skinner, C. (2020). Quantitative research. In *Handbook for research students in the social sciences* (pp. 215-224). Routledge.
4. Thrane, C. (2022). *Doing statistical analysis: A student's guide to quantitative research*. Routledge.
5. Williams, M., Wiggins, R., Vogt, W. P., & Vogt, P. R. (2022). *Beginning quantitative research*. Sage.

9. List of Elective Course

9.1 Finance Specialization

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	FIN-701	Advanced Corporate Finance	Nil	3
2	FIN-702	Portfolio Theories and Investment Analysis	Nil	3
3	FIN-703	Financial Econometrics	Nil	3
4	FIN-704	Financial Risk Management	Nil	3
5	FIN-705	Cases in Corporate Finance	Nil	3
6	FIN-706	Islamic Modes of Financing	Nil	3
7	FIN-707	Financial Modeling	Nil	3
8	FIN-708	International Banking and Finance	Nil	3
9	FIN -709	Financial Management for Project Management	Nil	3

10	FIN-710	Corporate Finance Planning and Decision	Nil	3
11	FIN-711	Software in Finance	Nil	3
12	FIN-712	Financial Decision Analysis	Nil	3
13	FIN-713	Advanced Econometrics	Nil	3
14	FIN-714	Seminars in Finance	Nil	3
15	FIN-715	Fin-Tech	Nil	3
16	FIN-716	Theories of Finance	Nil	3
17	FIN-717	Emerging Trends in Theoretical Finance	Nil	3

9.2 Marketing Specialization

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	MKT-701	Behavioral Marketing	Nil	3
2	MKT-702	Strategic Entrepreneurial Marketing	Nil	3
3	MKT-703	Product Management	Nil	3
4	MKT-704	Retail Marketing	Nil	3
5	MKT-705	Advertisement Management	Nil	3
6	MKT-706	Digital Marketing	Nil	3
7	MKT-707	Strategic Brand Management	Nil	3
8	MKT-708	Strategic Social Marketing	Nil	3
9	MKT-709	Marketing Intelligence	Nil	3
10	MKT-710	Export Marketing	Nil	3
11	MKT-711	Industrial Marketing	Nil	3
12	MKT-712	Market Strategy and Forecasting	Nil	3

13	MKT-713	Seminar in Marketing	Nil	3
14	MKT-714	Advanced International Marketing	Nil	3
15	MKT-715	Distribution and Channel Management	Nil	3
16	MKT-716	Special Issues in Service Marketing	Nil	3
17	MKT-717	Consumption and Consumer Culture	Nil	3
18	MKT-718	Theories of Marketing	Nil	3
19	MKT-719	Advanced Marketing Research	Nil	3
20	MKT-720	Marketing Metrics	Nil	3

9.3 HRM Specialization

Sr. No	Course Code	Course Title	Pre-Requisite	Credit Hours
1	HRM-701	Advanced Recruitment and Selection	Nil	3
2	HRM-702	Leadership and Motivational Techniques	Nil	3
3	HRM-703	Compensation Structure Development	Nil	3
4	HRM-704	Advanced Performance Management	Nil	3
5	HRM-705	Advanced Training and Development	Nil	3
6	HRM-706	Employees Discipline	Nil	3
7	HRM-707	Research Seminar in International Management	Nil	3
8	HRM-708	Organizational Development and Analysis	Nil	3

9	HRM-709	Global governance in HR	Nil	3
10	HRM-710	Occupational Health and Safety	Nil	3
11	HRM-711	International HRM	Nil	3
12	HRM-712	Human Resource Analytics	Nil	3
13	HRM-713	Seminars in HRM	Nil	3
14	HRM-714	Industrial Management and Employee Relations	Nil	3
15	HRM-715	Talent Management	Nil	3
16	HRM-716	Negotiation and Conflict Resolution	Nil	3
17	HRM-717	Theories of HRM	Nil	3
18	HRM-718	Human Resource Development	Nil	3
19	HRM-719	Cross-Cultural HRM	Nil	3
20	HRM-720	Organizational Design, Strategy and Effectiveness	Nil	3
21	HRM-721	Leadership and Work Ethics	Nil	3

10. Course Outlines for Major/ Elective Courses

10.1 Finance Specialization

10.1.1 Advanced Corporate Finance

MS-Management Sciences

Course Code: FIN-701

Credit Hours: 03

Pre-requisite: Nil

Objectives

Advance Corporate Finance course helps students developing their knowledge and skills in long-term financial planning; sources of long-term financing; working capital management; sources of short-term financing; international corporate finance; risk management; business valuation; mergers and acquisitions; corporate restructuring; bankruptcy, reorganization, and liquidation; and Economic Value Added

Learning Outcomes

At the end of this course, students should be able to:

- Design a long-term financial plan for an organization.
- Analyze different sources of debt and equity financing.
- Describe how corporate finance practices vary for international operations.

Course Outline

Unit 1. Introduction to Corporate Finance

Time Value of Money. NPV and Other Investment Rules Capital Investment Decision

Unit 2. Capital Structure

Limits to the Use of Debt Valuation and Capital Budgeting for the Levered Firm Case: The Wm. Wringley Jr. Company: capital structure, valuation, and cost of capital (BES, Case 34). Stock Valuation. Raising capital. International Corporate Finance. Valuation of a Company. EVA Analysis. Financial Risk Management. Economic Value Added

Unit 3. Treasury Management and Working Capital

Navigate cash and net working capital. The operating cycle and cash cycle. Some aspects of short-term financial policy. Short-term financial plan. Investment idle cash. Determination of the target cash balance. Management of accounts payable and accounts receivable. Inventory management

Unit 4. Management of The Company's Value

Creation and decrease the value of the company. The company's goal to maximize shareholder value. Three steps to enhance shareholder value. Management of profit based. How can businesses create value? Strategy and corporate value. Introduction-application of the principle of value. The purpose

of the company. Management strategic business unit. Corporate strategy. Target and motivation. Case: The Timken Company

Unit 5. Calculation of Value Creation

Cash and Liquidity Management. Credit and Inventory Management. Measurement of the value of the cash flows. Analysis of shareholder value. Economic Profit. Economic value added (EVA) The returns on cash flows on investment / cash flow return on investment (CFROI) Measurement of the overall company performance. Total shareholder returns (TSR). Wealth added index (WAI). Market value added (MVA). Excess return (ER). Market-to-book ratio (MBR). Theory and foreign exchange markets. Geographical Expansion foreign exchange market. Functions of the foreign exchange market. Market participants. The interbank foreign exchange market transactions. The value of foreign exchange rates and the offer price. International parity conditions. The price and the exchange rate. Interest rates and exchange rates. Forward rate as an unbiased predictor of future spot rate. Prices, interest rates, and equilibrium exchange rate. Determination and exchange rate forecasting Determination of the exchange rate: Theoretical thread. The asset market approach to exchange rate forecasting. Imbalance: the exchange rate in developing countries. Transaction exposure. Types of foreign exchange exposure. Why is hedging? Measurement of transaction exposure. Transaction exposure and management of trade payables. The practice of risk management

Unit 6. Merger, Acquisition and Divestment

The basic form of the acquisition. Synergy. Sources of synergy. Side effects to finance the acquisition. Cost of shareholders for the reduced risk. NPV of a merger. Acquisition of companies (friendly versus hostile takeovers). The defensive tactics. Is the merger adding value? The tax impact of the acquisition. Accounting for acquisitions. Going private and leveraged buyouts. Divestment. Operating Exposure. Characteristics of operating exposure. Strategic management of operating exposure. The proactive management of operating exposure. The contractual approach: a hedge against the transaction cannot be protected. Translation exposure. Introduction translation exposure. The method of translation. Comparison of translation exposure and operating exposure. Management of translation exposure. Case: Carrefour S.A

Unit 7. Financial Difficulties

What is financial distress? What happens when companies run into financial distress? Bankruptcy, liquidation and reorganization. Which is better: Private workout or bankruptcy? Prepackaged bankruptcy. Prediction bankruptcy of the company: Model Z-Score. Case: Flinder Valves and Control Inc. Derivatives and hedging risks. Derivatives, hedging and risk. Forward contracts. Future contracts. Hedging. Interest rate futures contracts. Hedging duration. Swap contracts. The use of derivatives. Financial Risk Management

Unit 8. Options and Financial Management

Option. Call options. Put options. Combination of options. Assessment of the options. The option price formula. Shares and debt as an option. Applications option on the company's decision. Options and investment projects. Executive stock options. Assessing a new company. Further analysis binomial models. The decision to suspend and resume. Warrants and convertibles. Warrants. The difference between warrants and call options. Assessment warrants and Black-Scholes models. Convertible bonds. The value of convertible bonds. The reason for issuing warrants and convertibles. Why do companies issue warrants and convertibles? Conversion policy

Recommended Books/ Reference Material

1. Booth, L., & Rakita, I. (2020). *Introduction to corporate finance*. John Wiley & Sons.
2. Chang, K. P. (2023). *Corporate Finance: A Systematic Approach*. Springer Nature.
3. Graham, J., Adam, C., & Gunasingham, B. (2020). *Corporate finance*. Cengage AU.
4. Pyles, M. K. (2021). *Applied Corporate Finance*. Springer International Publishing.
5. Rhee, R. J. (2023). *Corporate Finance*. Aspen Publishing.

10.1.2 Portfolio Theories and Investment Analysis

MS-Management Sciences

Course Code: FIN-702

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course provides students with an understanding of the pricing and risks of financial securities, both individually and in portfolios. The international context of investment is also reflected in the module. The CAPM and APT are discussed as are various models for valuing options and futures. The use of options and futures in speculative activities and risk management will also be considered.

Learning Outcomes

At the end of the course students will be able to:

- Analyze risk in financial markets
- Comprehend strengths and weaknesses of various pricing models
- Discuss and apply portfolio theory to determine efficient frontiers

Course Outline

Unit 1. Introduction, Globalization Financial and Investment Environment

Asset Classes & Financial Instruments, Money, Real vs Financial Assets, Financial Markets, Participants, Securities

Unit 2. Trading Securities and Issuance

Trading Strategies, Role Government (Regulations, and Regulators), Margin and Shorts, Investment Companies, Taxation

Unit 3. Portfolio Theory and Portfolio Management Practice

Risk and Return, Using Historical Data, Risk-free Rate, Time Value Money. Portfolio Risk, Diversification, Optimization Models, Asset Allocation, Pooling, Index Models.

Unit 4. Capital Markets Equilibrium

The Capital Asset Pricing Model [CAPM], Arbitrage Pricing, Multifactor Models, Risk & Return, Fama-French

Unit 5. Efficient Market Hypothesis

Event Studies, Fund/Analyst Performance, Behavioral Finance, Technical Analysis.

Unit 6. Security Returns

Testing Models, Liquidity Asset Pricing, Equity Premium Puzzle. Mutual fund investment

Unit 7. Fixed Income Securities

Bond Prices/Yields, Bond Pricing Trends, Default Risk, Yield Curve, Future Interest Rates & Interest Forwards, Term Structures. Security Analysis Managing Bond & Fixed Income Portfolios, Convexity, Passive Approaches, Active Management, Macro-economic Factors, Government Policies, Industry Analysis, Competitive Dynamics, Demand/Supply Shocks, Business Cycles.

Unit 8. Valuation

[Comparables, Intrinsic Value, Discounting Dividends, Discounted Cash Flow, Price Earnings Ratio], Stock Market Aggregation, Financial Statements, Measuring Firm Performance, Profitability, Ratio Analysis, Value Investing. Options, Futures, Derivatives Expectations, Option Contract, Options Markets, Volatility, Option Strategies, Put-Call Parity, Warrants & Other Option-like Securities, Financial Engineering, Valuing Options, Black-Scholes, Option Pricing. Managing Risk with Futures [Foreign Exchange, Stock Index, Interest Rate, Commodities, Bonds] & Swaps [Interest, Foreign Exchange]. Applied Portfolio Management Valuing Portfolio Performance, Hedge Funds. Market Timing, International Diversification, Global Equities, Emerging Markets,

Foreign Investment Risk. Active Portfolio Management, Treynor-Black Model, Black-Litterman Model, Investment Policies, CFA, Asset Allocation, Individual Portfolios, Pension Funds, Target Investing. Evaluating portfolio management

Recommended Books/ Reference Material

1. Bacon, C. R. (2023). *Practical portfolio performance measurement and attribution*. John Wiley & Sons.
2. Kevin, S. (2022). *Security analysis and portfolio management*. PHI Learning Pvt. Ltd.
3. Koumou, G. B. (2020). Diversification and portfolio theory: a review. *Financial Markets and Portfolio Management*, 34(3), 267-312
4. Laopodis, N. T. (2020). *Understanding investments: Theories and strategies*. Routledge.
5. Pinto, J. E. (2020). *Equity asset valuation*. John Wiley & Sons
6. Rustagi, R. P. (2021). *Investment Analysis & Portfolio Management*. Sultan Chand & Sons.

10.1.3 Financial Econometrics

MS-Management Sciences

Course Code: FIN-703

Credit Hours: 03

Pre-requisite: Nil

Objectives

The aim of this course is to provide more specialized training on econometric techniques used in finance and economics. Econometrics helps us to empirically test theories; understand relationships between variables that are of interest for businesses and financial institutions. This course is designed to make students gain skills that will distinguish them with necessary skills to apply for technical-expertise jobs, and to successfully conduct academic research. Thus, this is an applied econometrics course which will help to learn by doing, and all lectures will be held in a computer lab. STATA software is used intensively in the course in solving real life financial problems using the econometric techniques learned in the class.

Learning Outcomes

At the end of this course, the students will be able to;

- Understand types and forms of data and how to use them in econometric analysis.
- Identify sources of financial data to retrieve necessary data for econometric analysis.
- Demonstrate knowledge in econometric methods such as regression analysis and time series analysis.

Course Outline

- Unit 1. Introduction to Econometrics and STATA software,**
Data Types, Sources of Data, Descriptive Analysis, Regression Analysis
- Unit 2. Linear Regression Analysis**
Diagnostics Tests, Indicator Variables, Testing for interactions between variables
- Unit 3. Non-Linear Regression Models**
(Polynomial Models, Log-Linear Models, Log-log Models), Quantile Regression Analysis
- Unit 4. Models**
Binary, Multinomial, Ordinal, Count, and Limited Dependent Variables
- Unit 5. Time-Series Data**
Stationarity, Univariate Time Series Models, Regression with Stationary Time Series
- Unit 6. Finite Distributed Lags**
Serial Correlations and Heteroskedasticity issues, Modelling Conditional Volatility—ARCH/GARCH models
- Unit 7. Nonstationary Variables**
Detection and their Impact, Cointegration and Error Correction Models, Endogeneity/ Multivariate Time Series Modelling with Vector Autoregression (VAR/VECM), MV-GARCH models. Panel Data Analysis (Fixed Effects and Random Effects Estimators, Dynamic Panel Data Models). Specific Applications in Finance: Portfolio Analysis, Factor Models, and Cross-sectional Analysis, Event studies, Time varying coefficients

Recommended Books/ Reference Material

1. Gujarati, D. N. (2021). *Essentials of econometrics*. Sage Publications.
2. Hanck, C., Arnold, M., Gerber, A., & Schmelzer, M. (2021). *Introduction to Econometrics with R*. Universität Duisburg-Essen.
3. Heiss, F. (2020). *Using R for introductory econometrics*. CreateSpace Independent Publishing Platform.
4. Li, Q., & Racine, J. S. (2023). *Nonparametric econometrics: theory and practice*. Princeton University Press.
5. Stock, J. H., & Watson, M. W. (2020). *Introduction to econometrics*. Pearson.

10.1.4 Financial Risk Management

MS-Management Sciences

Course Code: FIN-704

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course will focus on variety of risks faced by financial managers and the tools available for managing these risks. Particularly, we shall focus on credit risk, interest rate and liquidity risks, market risk, foreign exchange risk, and country risk. We shall learn about the tools and techniques available for managing these risks such as future contracts, option contracts, swaps, value-at-risk (VaR) and other standard risk-hedging techniques, and methods of measuring volatility. An overview of derivative securities and their use in corporate strategy and risk management, this course employs quantitative methods to analyze, design, price and use derivative instruments in a managerial context. Basic derivative contracts such as forward, futures, options and swaps are covered, as well as the pricing of these claims, arbitrage, and hedging in these markets. Students apply the analytical models to real-life situations through case studies.

Learning Outcomes

- Describe purposes of, and controversies related to, derivative markets
- Define forward contracts, futures contracts, options, swaps and credit derivatives and compare their basic characteristics
- Explain how the concepts of arbitrage, replication and risk neutrality are used in pricing derivatives

Course Outline

Unit 1. Overview of Risk Management

Definition of Risk Classification of Risk. Why risk management?

Unit 2. Ways to Conduct Risk management

Risk management strategies. Creating value with risk management

Unit 3. Non-linear Regression Models

(Polynomial Models, Log-Linear Models, Log-log Models), Quantile Regression Analysis. Introduction to Derivatives and its types Exchange traded markets. Over the Counter Markets

Unit 4. Future Contracts

Payoff calculations in forward and future contracts. Option contracts Why option contracts? Types of option contracts. Payoff calculations of option contracts Contingency graph of options. Type of traders

Unit 5. Determination of Forward and Future prices

Types of assets. Forward price for Investment assets. Forward price of dividend and non-dividend

- Unit 6. Forward Price for Consumption Assets**
 Option Pricing Covered Calls Protective Puts. Option Pricing Covered Calls Protective Puts. Option pricing using Put-Call Parity of Hans Stoll (1969). Determinants of Option Pricing Black Scholes Model for Call Option Black Scholes Model for Put option. Assumption of Black Scholes model
- Unit 7. Trading Strategies in Options**
 Interest Rate Risk Price Risk Reinvestment Risk Duration analysis Macaulay Duration. Modified Macaulay Duration Convexity.
- Unit 8. Market Risk Value at Risk VAR Estimation**
 VAR and Baser Accord Convexity Adjustment Immunization

Recommended Books/ Reference Material

1. Chance, D. M., & Brooks, R. (2021). *An introduction to derivatives and risk management*. South-Western, Cengage Learning.
2. Girling, P. X. (2022). *Operational Risk Management: A Complete Guide for Banking and Fintech*. John Wiley & Sons.
3. Hillson, D. (Ed.). (2023). *The Risk Management Handbook: A practical guide to managing the multiple dimensions of risk*. Kogan Page Publishers.
4. Hubbard, D. W. (2020). *The failure of risk management: Why it's broken and how to fix it*. John Wiley & Sons.
5. Zopounidis, C., Benkraiem, R., & Kalaitzoglou, I. (Eds.). (2021). *Financial Risk Management and Modeling*. Springer.

10.1.5 Cases in Corporate Finance

MS-Management Sciences

Course Code: FIN-705

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to introduce the students to the importance and functions of financial management in the overall business/ corporate environment. Concept of time value of money, discounted cash flow techniques, investment appraisal / capital budgeting techniques and concept of cost of capital along with determination of the cost of capital under various arrangement is part of course. Dividend policy is very effective tool used by financial managers so it has been made a part of course. Students will also be introduced with concept international financial management The course is designed in such a way as to encourage students to participate in the class assignments and case studies. This is totally an interactive course and it will require a full participation from students.

Learning Outcomes

At the end of this course, students should be able to:

- Calculate capital budgeting and resource allocation.
- Describe and explain the management of corporate capital structure.

- Analyze corporate acquisitions, and value enterprise, form of payment, and form of financing

Course Outline

- Unit 1.** **Capital Budgeting Techniques**
NPV, ARR, IRR. PBP
- Unit 2.** **Making Capital Investment Decisions**
Mini Case (Bethesda Mining)
- Unit 3.** **Cost of Capital**
Mini Case (East Coast Yachts Pt. 2)
- Unit 4.** **Capital Structure: Basic Concepts (M&M Intro)**
Case Study – Marriott Corporation
- Unit 5.** **Merger and Acquisitions**
Case Study- CSX and Conrail Merger
- Unit 6.** **Dividend theories policies and patterns**
Case Study- Fuzzy Tronics
- Unit 7.** **WACC with taxes**
Mini Case (Stephenson Real Estate)

Recommended Books/ Reference Material

1. Brealey, R. A., Myers, S. C., & Marcus, A. J. (2023). *Fundamentals of corporate finance*. McGraw-Hill.
2. Graham, J., Adam, C., & Gunasingham, B. (2020). *Corporate finance*. Cengage AU.
3. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2021). *Fundamentals of multinational finance*. Pearson.
4. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage AU.
5. Vernimmen, P., Quiry, P., & Le Fur, Y. (2022). *Corporate finance: theory and practice*. John Wiley & Sons.

10.1.6 Islamic Modes of Financing

MS-Management Sciences

Course Code: FIN-706

Credit Hours: 03

Pre-requisite: Nil

Objectives

A relatively advance course in Islamic finance. Covers Islamic commercial law, Islamic financing products, regulatory and compliance framework. The course is relevant to students and financial institutions in exploring an understanding of the theory and practice of Islamic financial system as an alternative to conventional financial system. The course provides necessary guide for the establishment of an alternative system despite the dominance of the conventional financial system globally. It assists in capacity building of students and practitioners towards manpower training and development to meet the increasing need for knowledge and practice in Islamic finance. The course guide gives what the Islamic financial

system entails, the guiding principles of its operations, institutions and products. It also offers course materials to use for the course, objectives to be achieved, and some tutor marked assignments to guide and stimulate understanding. In addition, tutorial sessions would be held with the course facilitator and would encourage mutual interactions with your fellow course mates

Learning Outcomes

At the end of this course, students should be able to:

1. Understand Islamic financial system as an effective alternative system.
2. Understand overall Islamic ecosystem across segments i.e., Islamic capital Market, Islamic banks, Takaful, Shariah compliant investments,
3. Understand overall regulatory regime w.r.t Islamic finance in Pakistan.

Course Outline

Unit 1. Islamic Economic Systems and its Comparisons, Financial Systems and Islamic Finance Institutions, Fundamental Principles of Islam

Islamic economic system and other economic systems. Origin and evolution of Islamic banking & Finance. Types of institutions offering Islamic finance products (including banking, Takaful, mutual, Sukuks and riba-free/ interest free products etc.) and their practices. Structural, procedural and operational differences between conventional banks and interest-free (Islamic) banks. The Global Financial System and Commercial Banking Institutions. Development of Banking institutions. Financial Markets and Banking Institutions. Legal framework and emerging trends in the Islamic banking and finance industry. Islamic Ideology and Basic Beliefs. Factor of production in Islam. The objectives of the distribution of wealth in Islam. Religious, Social and Economic activities: A nexus for successful life. Shariah principles and its resources (primary and secondary). Holy Quran, Sunnah and Ijtihad for Financial/ Trade/ Economic activities. Materialistic view of life Versus Islamic view of life. Islamic ideology and pillars of Islam

Unit 2. Introduction to The Financial Markets in Pakistan, Regulatory Framework and Risk Management in Islamic Financial Institutions

Brief role of capital markets, Introduction to Islamic finance, RIBA, GHARAR, MAYSIR, Global and Pakistan statistics on Islamic Finance. Discussion on Capital markets operations (IPO), RIBA and its types, Prohibition in Quran and Hadith, Misconceptions about RIBA, GHARAR and its Types. Sukuk, Shariah-compliant indices and Securities, Islamic investment funds (Mutual and Pension Funds) AAOIFI Shariah Standard on Investment Sukuk. Structure and Functions of Islamic Financial Institutions. Types of Islamic financial institutions, including Islamic banks, Takaful companies and investment funds. Roles and functions of Islamic financial institutions. Islamic Capital Market and

its products. Risk Management and Regulatory framework for Islamic Financial Institutions

Unit 3. Islamic Law of Contract and Sales

Essentials of Valid Sales, Introduction to AAOIFI and IFSB. Islamic contracts. Trading in Islamic Commercial Law. Lawful ways of trade in Islam. Unlawful ways/ modes of trade in Islam and prohibited activities in Islam. Pillars of contract. Essentials of contract and types of contract in Islam. The difference between conventional and Islamic contracts. Types of contracts in light of Islam. Fundamentals of contract in Islam. Islamic Law of contract and business transactions. Sales and types of sales in light of Islam. Five Khyars. Development of Islamic financing and Islamic banking in Pakistan.

Unit 4. Islamic Modes of Finance (Introduction). Islamic Financial Institutions and Products, Islamic Capital Market

Loan and Debt in Islamic Commercial Law. Takaful: An Alternative to Conventional Insurance. Sukuk and Securitization: Vital issues in Islamic Capital. Markets. An appraisal of common criticism of Islamic Banking and Finance, Islamic Assets and Fund management, the Way forward. Participatory Modes: Shirkah and its Variants. Financing Principles and Practices. Mudarabah. Salient points of AAOIFI Shariah Standard. Musharakah, Diminishing Musharakah. Types of Shirkah, Difference between Mudarabah and Musharakah, Rules for Musharakah, Uses, Salient points of AAOIFI Shariah Standard on Musharaka. Salam and Istisna, Rules for Salam and Istisna, Uses in modern financing, Salient points of AAOIFI Shariah Standards on Salam and Istisna. Muajjal. Muswawamah. Ijarah. Difference between lease and Ijarah, Uses of Ijarah, Salient points of AAOIFI Shariah Standard on Ijarah. Murabahah. Ijarah. Qard- e-Hassana. New product development and emerging issues in Islamic Finance.

Unit 5. Takaful: The Islamic Insurance, General and Family Takaful

Islamic finance product development, Liquidity management, Deposits in Islamic Banks, Tawarruq, Islamic fintech

Unit 6. Risk Management in Islamic Finance

Overview of Accounting for IFIs, Shariah compliance, Internal Shariah audit and External Shariah Audit. Regulatory frameworks: SBP Shariah Governance Framework 2018, SECP Shariah Governance Regulations, 2018, Shariah and Corporate Governance, IFSB principle # 10 (Shariah Governance)

Unit 7. Case Studies and Real-World Applications

Analysis of case studies and real-world scenarios related to Islamic banking and finance. Application of the knowledge and skills gained in the course to solve practical problems (Calculations on Murabahah, Ijarah, DM for Housing and Pool Management may be incorporated).

Recommended Books/ Reference Material

1. Ahmad, A. (2022). *Banking Laws and Practices in Pakistan* (First edition), Aeem Academy, Pakistan
2. Ahmad, A. (2023). *Islamic Principles of Business & Finance: A Gateway to Success*. Azeem Group of Publications, Lahore, Pakistan
3. Alamad, S. (2020). *Financial and accounting principles in Islamic finance*. Springer International Publishing.
4. Casu, B., Girardone, C., & Molyneux, P. (2022). *Introduction to banking*. Pearson.
5. Dewar, J. R., & Hussain, M. (Eds.). (2021). *The Islamic finance and markets law review*. Law Business Research Limited.
6. Hassan, M. K., Rabbani, M. R., & Rashid, M. (Eds.). (2022). *FinTech in Islamic Financial Institutions: Scope, Challenges, and Implications in Islamic Finance*. Springer Nature.
7. Kuforiji, J. O. (2022). *The essentials of Islamic banking, finance, and capital markets*. Rowman & Littlefield.
8. Nouman, M., & Ullah, K. (2023). *Participatory Islamic Finance: Ideals, Contemporary Practices, and Innovations*. Springer Nature.
9. Usmani, M. M. T. (2021). *An introduction to Islamic finance* (Vol. 20). Brill.
10. Zubair, H. (2023). *Islamic Banking and Finance*. Taylor & Francis.

10.1.7 Financial Modeling

MS-Management Sciences

Course Code: FIN-707

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course aims to enable the students developing the thorough understanding of financial modeling. Financial modeling combines accounting, finance, and business metrics to create a forecast of organizations' future results. The main goal of financial modeling is to accurately project a company's future financial performance. Modeling can be useful for valuing companies, determining whether a company should raise capital or grow the business organically or through acquisitions. This course enables the students for such effective valuation.

Learning Outcomes

At the end of this course, students should be able to:

- Understand and apply financial analysis concepts such as financial forecasting, pro-forma balance sheets and income statements.
- Perform scenario analysis such as building look-up tables, triggers.
- Use valuation models such as DCF model, relative valuation methods to estimate equity and firm values.

Course Outline

Unit 1. Main Financial Model Market

Financial Model. Information Canvass. Understanding economy, Importance for Projections. Overview of Financial Modelling Best Practices Detailed Financial Model- Easy Interpretation, Explanation of Models. Building a Financial Model- Steps

Unit 2. Financial Modeling- Analysis

Modules of Financial Modelling. Building a financial Model: Ratios. Ratio Interpretation. Sign Conventions. Avoiding Errors

Unit 3. Debt Securities

What is monetary policy, Categories of bonds. Time path of Bond price, Pricing and Coupon dates, Days Count

Unit 4. Capital Structure

Weighted Average Cost of Capital (WACC), Balance sheet and Cash flows, Intrinsic value. Market Capitalization Rate. Beta of Firms, Forecasting return using Beta

Unit 5. Financial Statement Analysis

Learning Excel Formats, a rundown of recent Excel versions. Building a financial Model. What is Gordon Growth Model-GGM? What is DCF model? FCFE and FCFE, Components of CF statement, Changes in NWC, NPV/XPV. Inefficient of Market Portfolio. How we a test CAPM. Uses of CAPM. Functions. Table, Slicers, Combo Charts.

Unit 6. Project Valuation

Debt: Considerations and Calculation. Debt Structure. Weighted Average Cost of Capital (WACC), Pay Back Period. Project Valuation. Functions. NPV. MIRR, IRR, Payback Period. Forecasting and Business planning. Liquidity and cash flow analysis. Scenario analysis. Financial modeling for specific corporate financial topics. Business Valuation modeling. Discounted cash flow. Comparable companies. Mergers and Acquisition Modeling. Leveraged Buyout Modeling

Unit 7. Stock Market Return

What is Beta in Finance. Example of beta. Pakistan Stock Exchange (PSX), Sectorial Indices. Shariah Screening Stock Criteria. Market Capitalization. Understanding Global v/s PSX. Beta and returns Exercise. Functions: SLOPE, COVARIANCE, VARIANCE, STANDARD DEVIATION.

Unit 8. Harry Markowitz's Modern Portfolio Theory

The efficient frontier Markowitz's Modern portfolio theory. To components of risk for stock returns. Two risky assets. MSCI index. SHARP ratio. Does MPT

Work in Recessions? (Pakistan Case). Functions: SOLVER, GOAL SEEK, DURATION, MDURATION. Debt transactions- private businesses and also for listed companies-LBO and M& a MODELS. Long term forecasting: Inflection Points. Duration: Purchasing Debt liability. PVBB. Debt formula for Higher Growth. Leverage. The case of Orange Country, CA. Functions: PRICE, COUPNCD, COUPPCD, COUPDAYBS, COUPDAYS, COUPDAYSN, YIELD

Recommended Books/ Reference Material

1. Banks, E. (2023). *Finance: the basics*. Taylor & Francis.
2. Brealey, R. A., Myers, S. C., & Marcus, A. J. (2023). *Fundamentals of corporate finance*. McGraw-Hill.
3. Cipra, T. (2020). *Time series in economics and finance*. Basel: Springer International Publishing.
4. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2021). *Fundamentals of multinational finance*. Pearson.
5. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage

10.1.8 International Banking and Finance

MS-Management Sciences

Course Code: FIN-708

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course applies theories in economics and finance to analyze problems and challenges that the global financial environment presents to financial managers. The course broadly focused on the topics includes globalization and the multinational firm, the international monetary system, balance of payments, the market for exchange rates, international banking, equity markets, futures and options on foreign exchange, international portfolio management, foreign exchange management, foreign direct investment, international capital structure and the cost of capital, international capital budgeting, exports and imports, and international tax environment.

Learning Outcomes

At the end of this course, students should be able to:

- Understand the mechanism of foreign exchange markets as well as how exchange rates are quoted.
- Comprehend the techniques of the main foreign exchange transactions.
- Aware of the most important changes in international financial environment since the end of Bretton Woods.

Course Outline

Unit 1. Fundamentals of International Finance

Meaning and Scope of International Finance, Balance of Payment, Components, Deficit in Balance of Payment, Concept of Currency Convertibility. International Monetary System. Gold Standard, Features, Bretton Wood System, Background and Features. Reasons for its Failure. Smithsonian Agreement, SDRs, European Monetary System. Current Exchange Rate Systems - Fixed and Flexible Exchange Rate. Merits Demerits. Types of Fixed Exchange Rate. Hard Pegs and Soft Pegs. Types of Flexible Exchange Rate. Managed and Free Float.

Unit 2. International Capital Markets

Types of Capital Flows, FDI, FPI, FII Euro Currency Markets, Origin and Reasons of growth, a Brief Understanding of Eurocurrency Deposit, Loans Bonds and Notes Market, Concept of Offshore Banking. International Equity Markets, Concept of Depository Receipts, GDR, Characteristics, Mechanism of Issue, Participants Involved. ADR. Types and Characteristics. Concept of IDR. International Bond Market, Concepts of Domestic Bond, Concept and Types of Foreign Bonds, Concept and Types of Euro Currency Bonds. Concepts of Foreign Currency Convertible and Foreign Currency Exchangeable Bonds, Participatory Notes.

Unit 3. Foreign Exchange Markets

Introduction, Market and Market Participants, Foreign Exchange Management. Retail and Whole Sale Component of Foreign Exchange. Market, Arithmetic. Exchange Rate Quotations. Direct. Indirect and Cross rate. Percentage Spread. Arbitrage. Geographical. Triangular and Interest Rate (formula method only). Calculation of Forward Rates using Schedule of Swap Points, AFM, Determinants of Exchange Rate – Purchasing Power and Interest Rate Parity.

Unit 4. Risk Management

Risk Management and Derivative. Transaction, Translation and Economic Risk Faced by Corporates, Transaction, Position, Settlement. Pre-settlement, Gap/Mismatch Risk faced by Banks. Internal and External Hedging. Foreign Currency Derivative Instruments for Risk Management. Forward. Futures. Swaps and Options. Country Risk Management.

Unit 5. International Banking

Operations Introduction. Definition. Features of International Banking, Reasons for Growth of International Banking, Recent Trends in International Banking, Emergence of Crypto currency – Overview. Brief Overview of Bitcoin and other Crypto Currencies, Note on Mining and Crypto Currency Exchanges, Advantages, Disadvantages of Crypto Currency. Functions of International Banking, Correspondent Banking, International Payment Systems, NRI

accounts, Export Finance. Import Finance, International Merchant Banking, Financing Project Exports, Derivative Offering, Remittances, Compliance related- Interbank Functions, Internal Functions. Letter of Credit and Bank Guarantees. International Lending Operation, Loan Syndication, Parties Involved, Phases /Stages in Loan Syndication. Types of Syndication, Role of LIBOR, Risk in International Lending. Role of International Credit. Rating Agencies.

Recommended Books/ Reference Material

1. Appadurai, A. (2020). *Banking on words: The failure of language in the age of derivative finance*. University of Chicago Press.
2. Choudhry, M. (2022). *The principles of banking*. John Wiley & Sons.
3. Matthews, K., Thompson, J., & Zhang, T. (2023). *Economics of Banking, The*. World Scientific.
4. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2021). *Fundamentals of multinational finance*. Pearson
5. Rosenbaum, J., & Pearl, J. (2021). *Investment banking: valuation, LBOs, M&A, and IPOs*. John Wiley & Sons.

10.1.9 Financial Management for Project Management

MS-Management Sciences

Course Code: FIN-709

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course offers a comprehensive approach to understanding the importance of financial management in managing projects and programs. Corporations invest a large amount of money in capacity creation based on certain financial assumptions that protect the assets of organizations. Project managers thus have the obligation and responsibility to ensure proper use of capital assigned to them and to meet all project objectives. The course will cover all important aspects related to time value, capital budgeting which enable a project manager to make sound decisions about project evaluation.

Learning Outcomes

On completion of the course the student should be able to

- Analyze a project based on the capital budgeting techniques keeping in view the advantages and disadvantages of each technique.
- Incorporate the effect of taxes, inflation and interest rate changes in project evaluation.
- Comprehend the importance of financial management for project managers.

Course Outline

Unit 1. What is Financial Management

Role of Financial Management in projects. Overview of basic accounting concepts. Creating & interpreting financial statements. Difference between cash flow and other financial statements

Unit 2. Basic Accounting Concepts, Accounts and Accounting Cycle

Role of a sponsor in projects. Public & Private funded projects. Finance for non-finance executives. Types of Costs and Benefits in projects. Performing CBA Financial Statements, Taxes and Cash Flows. Role of a sponsor in projects. Public & Private funded projects Working with Financial Statements

Unit 3. Introduction to Time Value of Money

The concept of TVM. Future and Present Values of Cash Flows Annuity concept. Arithmetic gradient series geometric gradient series of cash flows. Discounted cash flow valuation. Various categories of capital projects. Different types of interest rates. Cost of capital and weighted average cost of capital. Operational planning, break-even analysis, and risk management

Unit 4. Capital Budgeting and Methods to Evaluate Cash Flow

Estimation of project's cash flow for further analysis. Issues with cash flow estimation. Project analysis and evaluation, NPV, IRR, Simple and Discounted Pay Back. Capital structure and discount rates. Aspects to consider while analyzing projects. Choosing the right project strategically

Unit 5. Risk and Return

Causes & types of Inflation Calculating depreciation using different methods, Project feasibility Contents and types of feasibilities. Significance of working capital Optimal working capital level Liquidity measurement

Recommended Books/ Reference Material

1. Gatti, S. (2023). *Project finance in theory and practice: designing, structuring, and financing private and public projects*. Elsevier.
2. Graham, J., Adam, C., & Gunasingham, B. (2020). *Corporate finance*. Cengage AU.
3. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2021). *Fundamentals of multinational finance*. Pearson.
4. Nicholas, J. M., & Steyn, H. (2020). *Project management for engineering, business and technology*. Routledge.
5. Venkataraman, R. R., & Pinto, J. K. (2023). *Cost and value management in projects*. John Wiley & Sons.

10.1.10 Corporate Finance Planning and Decision

MS-Management Sciences

Course Code: FIN-710

Credit Hours: 03

Pre-requisite: Nil

Objectives

Corporate Financial Planning, Budgeting & Control Course is designed to enable delegates to make corporate financial decisions in an increasingly volatile international marketplace with the view to increase profitability, maintain liquidity and reduce financial risk is a challenge for all organizations regardless of their sizes. This course is designed to enable delegates to understand the critical aspect of corporate decision making and enhance their knowledge from the development of a strategic corporate financial plan, the raising of finance, the preparation and management of budgets to support the plan, the management of financial risk and ultimately the measurement and evaluation of performance. Corporate planning, budgeting and control are essential in modern organizations. Effective planning, budgeting and control lead companies to their Mission, Vision and Goals

Learning Outcomes

At the end of this course, the students will be able to:

- Evaluate the various methods of finance and make successful capital investment decisions
- Develop effective corporate financial plans aimed at maximizing return and minimizing risk
- Prepare, manage and control budgets to support the corporate financial plans

Course Outline

Unit 1. Introduction to Corporate Finance

Objective Function in Corporate Finance. Forms of Business. The shareholder and stakeholder objectives, relationship between shareholder and management Agency Problems and Control of Corporations Financial Market and the Corporation

Unit 2. Understanding Financial Statement

Principal Financial Statement. Financial ratios Analysis of Financial Ratios Financial Planning and Growth. Preparation of Estimated Income Statement and Balance Sheet Financial Management & Financial Planning – The Scope, Role & Responsibilities of Financial Management

Unit 3. Investment and Financing Decisions

Working Capital Management Capital Structure Decision. Cost of Capital Approach Risk Associated with Cost of Capital Budgeting. Preparing a Financial Plan – *The Master Budget*

Unit 4. Dividend Decision, Corporate Strategy and Firm Value

Type of Securities Bonds and Warrant Dividend Policy Corporate Growth. Mergers and Re-Organizations International Finance

Unit 5. Forecasting Future Cash-Flows and Financial Modelling.

Time Series Analysis, Correlation & Regression. Sources of Finance, Hybrid Finance and Financial Engineering

Unit 6. The Dividend Decision

Capital Asset Pricing Model

Unit 7. Budget and Risk

Types and Purpose of Budgets. Risk Management and Types of Risks

Recommended Books/ Reference Material

1. Brealey, R. A., Myers, S. C., & Marcus, A. J. (2023). *Fundamentals of corporate finance*. McGraw-Hill.
2. Graham, J., Adam, C., & Gunasingham, B. (2020). *Corporate finance*. Cengage AU.
3. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage AU.
4. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2022). *Fundamentals of corporate finance*.
5. Vernimmen, P., Quiry, P., & Le Fur, Y. (2022). *Corporate finance: theory and practice*. John Wiley & Sons.

10.1.11 Software in Finance

MS-Management Sciences

Course Code: FIN-711

Credit Hours: 03

Pre-requisite: Nil

Objectives

Stata is arguably the best software for data management and statistical analysis. It is a fast, powerful statistical package designed for researchers of all disciplines. Stata is a complete, integrated statistical package that provides everything for data analysis from data management to basic analysis and advanced analysis. Stata makes it easy to generate publication-quality, distinctly styled graphs, including descriptive graphs, regression fit graphs, etc. With the integrated Graph Editor, you click to change anything about your graph or to add titles, notes, lines, arrows, and text. You can also choose between existing graph styles or create your own.

Learning Outcomes

At the end of this course, students should be able to:

1. Perform data analysis tasks with Stata.
2. Perform simple to complex data management tasks using Stata software.
3. Generate descriptive statistics and Data analysis/estimations.

Course Outline

Unit 1. Introduction to Statistical Concepts and General Analytics

Familiarizing with the application. Datasets. Commands. Working with variables in STATA. Basic analysis using STATA

Unit 2. Charting and Graphical Presentations Using STATA

Classifying different charts and processing them using STATA. Understanding the graph command syntax. Graphs for categorical Vs Numerical variables. Managing chart output in Stata. Multivariate charting

Unit 3. Statistical Tests Using STATA

One sample T-test. Independent sample T-test. Paired sample T-test. One-way ANOVA. Quiz Exercises. Measures of Associations in STATA. Chi-square test. Pearson's Correlation. Spearman's Rank-order Correlation. Predictive Models using STATA. Linear Regression. Multiple Regression. Logistic Regression. Ordinal Regression.

Unit 4. Panel Data Analysis Using STATA

Exploration of panel data. Fixed effects model/LSDV. Random effects Model. Choosing the appropriate Model.

Unit 5. Time Series Analysis Using STATA

Introduction to time series analysis using STATA. Plotting a Time Series. Seasonal Differences. Auto Correlations. Forecast Models in STATA

Unit 6. Hands On Experience on Tools

Econometric Analysis. Econometric analysis of cross-sectional data. Econometric Analysis of panel data. Econometric analysis of time-series data

Recommended Books/ Reference Material

1. Arkes, J. (2023). *Regression analysis: a practical introduction*. Taylor & Francis.
2. Bittmann, F. (2021). *Bootstrapping: an integrated approach with Python and Stata*. Walter de Gruyter GmbH & Co KG.
3. Mehmetoglu, M., & Jakobsen, T. G. (2022). *Applied statistics using Stata: a guide for the social sciences*. Sage.
4. Mukherjee, D. (Ed.). (2024). *Applied Econometric Analysis Using Cross Section and Panel Data*. Springer Nature.
5. Watkins, M. (2021). *A step-by-step guide to exploratory factor analysis with Stata*. Routledge.
6. StataCorp, L. L. C. (2023). *Stata Longitudinal-Data/Panel-Data Reference Manual Release 18*.

10.1.12 Financial Decision Analysis

MS-Management Sciences

Course Code: FIN-712

Credit Hours: 03

Pre-requisite: Nil

Objectives

In the corporate world the financial decisions are considered of paramount importance for financial growth, sustainability and resilience of business enterprises. The rationalization of decisions is based on dynamic analysis of financial decisions. The crux of financial decision analysis lies with its purpose to provide insightful understanding of financial position of enterprise. It may be the focus of business on short-term liquidity or its long-term planning. Financial forecasting involves analyzing the financial statements to projects calculated scenarios and probabilities. Financial planning and control analyzes the firm's financial mission and goals, to achieve various milestones and planned goals. This knowledge drive addresses principles and the process of strategic financial planning for any business organization, large or small. The business scholars will learn that financial planning must include not only financial management methods but also strategies necessary to decide how to accomplish corporate financial goals. It will provide useful information regarding the interpretation and application of qualitative and quantitative financial aspects and forecasting methods to meet short-term and long-financial goals. In broader sense, the field of finance is intertwined with economics, accounting, and the human element responsible for accurate financial analysis, forecasting, and practical quantitative applications. The economics provides structural data for decision making accounting provides financial cash flow data, and the financial manager collects, interprets, processes, and allocates the firms resources.

Learning Outcomes

- Understand the importance and applications of financial decisions in business, their relationship with the business environment and the role and functions of chief financial officer.
- Ascertain financial planning, its benefits and the types of areas and stages of financial planning and the factors that help the success of financial planning
- Develop financial, investment and working capital management models in line with firm business strategies

Course Outline

Unit 1. An Overview of the Financial System

Saving and Investment, Money, Inflation & Interest, Banking and Non-Banking Financial Intermediaries. Financial institutions and economic development: nature and role of financial system: financial system and financial markets, efficiency, stability, technology, government intervention in the financial system. General Overview of Business Organization and Financial Framework Overview of Company's Financial Structure

Unit 2. Accounting Doctrines

(Principles, Conventions, Definitions), Financial Statements

Unit 3. Financial Markets and Instruments

Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc. Financial Decision Analysis Financial and Capital Structure

Unit 4. Characteristics of Financial Instruments

Liquidity, Maturity, Safety & Yield. Concept of strategic decisions changing global economic environment. Valuation of strategic options- merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases.

Unit 5. Strategic Decisions Regarding Financial Services

Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy. Cost of Capital

Unit 6. Analysis of Enterprise

Concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

Unit 7. Working Capital Management

Cash Conversion Cycle Short Term and Business Solvency. Time Value of Money Investment Decisions Analysis

Recommended Books/ Reference Material

1. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). *Financial accounting: tools for business decision-making*. John Wiley & Sons.
2. Fridson, M. S., & Alvarez, F. (2022). *Financial statement analysis: a practitioner's guide*. John Wiley & Sons.
3. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage AU.
4. Takemura, K. (2021). *Behavioral decision theory*. Springer Singapore.
5. Robinson, T. R. (2020). *International financial statement analysis*. John Wiley & Sons.

10.1.13 Advanced Econometrics

MS-Management Sciences

Course Code: FIN-613

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is to get knowledge about econometrics and analytical tools useful for researchers and business managers, and comprehending importance of econometrics in current era. This course helps to Use these tools in planning, executing and evaluating their business needs.

Learning Outcomes

Upon successfully completing this course, the participants will be able to:

- Use theory; mathematical modeling, and econometric tools to solve these problems and may reach to some policy implications.
- Assess data with healthy skepticism and seek expert help when needed.
- Recognize when better data and information are needed for decision making

Course Outline

Unit 1. Identify Advanced Econometric Models

Defining Econometrics. Discussing Stages of Econometrics. Sharing Importance of Data Splicing. Types and Presentation of Data Series. Discussing Data Transformation Approaches. Sharing Importance of Variance Inflation Factor. Estimation methods appropriate for empirical research

Unit 2. Handling Econometrics Problems

Unit Root Tests Cointegration Approaches: Johanson & ARDL Discussing Long run & Short run Coefficients Estimating Diagnostics Causality Test. Models When There is Multicollinearity. Models When Dependent is Not Continuous and Normal. Write a code in Stata to estimate econometric models. Replicate results from published econometrics research. Use statistical software (e.g. Stata, R) to estimate econometric models using real world data. Interpret econometric estimates, analyse the results. Panel Unit Root and Panel Cointegration Tests • Models for Panel Autocorrelation: Panel ARDL etc, FMOLS • Panel Data Diagnostics • Panel GMM • Endogeneity/ Simultaneity: 2SLS, 3SLS, GMM. Multicollinearity, autocorrelation and General linear regression model, generalized least squares and maximum likelihood estimation; Heteroscedasticity / Autocorrelation Consistent (HAC) estimator, dummy variables and structural shifts; non-linear models and estimation algorithms, panel data seemingly unrelated equations and simultaneous estimation.

Unit 3. General Linear Regression Model

Basic structure, assumptions, and estimation of single equation model using Ordinary Least Square (OLS)/ Maximum Likelihood Estimator (MLE). Use of matrix algebra in inference related to multiple regression analysis.

Unit 4. Estimation with Limited Dependent Variables

Data censoring and selectivity bias. Concept of stationary, analysis of stationary and integrated data, generalizing process, ARIMA models, forecasting and time series decomposition; analysis and decomposition of forecast errors. ARCH models and risk return analysis.

Unit 5. VAR models

Casualty influence, response analysis and multivariate decomposition and co-integration and error correction analysis.

Unit 6. Generalized Least Squares Method

Use of dummy variables. Use of Instrumental variables. Cross-Sectional / Panel Data: Estimation of single equation models for cross-sectional and panel data. Fixed and random effect models. Estimation of dynamic panel data model

Unit 7. Varying Coefficient Models

Causes of coefficient variation. Randomly varying coefficient models. Systematically varying coefficient models.

Unit 8. Time Series Analysis

ARIMA Models. Comparison of forecast based on ARIMA and regression models. Unit roots and co-integration. Dummy trap and its detection. Econometric forecasting: Stationarity, impulse response analysis. ARCH Models, VAR Models. Co-integration and error correction models

Recommended Books/ Reference Material

1. Bittmann, F. (2021). *Bootstrapping: an integrated approach with Python and Stata*. Walter de Gruyter GmbH & Co KG.
2. Gujarati, D. N. (2021). *Essentials of econometrics*. Sage Publications.
3. Hansen, B. (2022). *Econometrics*. Princeton University Press.
4. Heiss, F. (2020). *Using R for introductory econometrics*. CreateSpace Independent Publishing Platform.
5. Kopczevska, K. (2020). *Applied spatial statistics and econometrics: data analysis in R*. Routledge.

10.1.14 Seminars in Finance

MS-Management Sciences

Course Code: FIN-714

Credit Hours: 03

Pre-requisite: Nil

Objectives

This is a seminar course for students specializing in the area of finance. It exposes students to a wide range of finance related topics, including issues affecting the current financial environment of business firms. Main topics covered in this course included: stock returns, hedging, systemic risk, behavioral finance, corporate finance, financial markets, financial economics, and financial institutions. Selection of themes and selection of seminal article is done with the assistance of various experts in the field of finance.

Learning Outcomes

- Learn various theories and concepts utilized by researchers as bases for their published work.
- Learn finance related to various themes stated in course description. Learn current development in the area of finance.
- Learn how to write a publishable paper and present the same at the end of semester.

Course Outline

Unit 1 Introduction to Corporate Finance and Governance

Ownership Structure and Agency Theory.

Unit 2. Capital Structure: Static Trade-off Theory

Capital Structure and Agency Cost

Unit 3. Capital Structure and Informational Asymmetry

Unit 4. Panel Analysis in Corporate Finance

Unit 5. The Market for Corporate Control

Corporate Diversification and Focus. Labor Economics and Corporate Finance

Industrial Organization and Corporate Finance

Recommended Books/ Reference Material

1. Banks, E. (2023). *Finance: the basics*. Taylor & Francis.
2. Brealey, R. A., Myers, S. C., & Marcus, A. J. (2023). *Fundamentals of corporate finance*. McGraw-Hill.
3. Pilbeam, K. (2023). *International finance*. Bloomsbury Publishing.
4. Rhee, R. J. (2023). *Corporate Finance*. Aspen Publishing.
5. Vernimmen, P., Quiry, P., & Le Fur, Y. (2022). *Corporate finance: theory and practice*. John Wiley & Sons.

10.1.15 Fin-Tech

MS-Management Sciences

Course Code: FIN-715

Credit Hours: 03

Pre-requisite: Nil

Objectives

The amount of data available to organizations and individuals is unprecedented. Financial services sectors, including securities & investment services and banking, have the most digital data stored per firm on average. Finance companies that want to maximize use of this available data require professionals who have a keen understanding of data science and know how to use it to solve meaningful business challenges. This two-day, hands-on course provides a structured teaching environment where attendees learn the Python programming language as a powerful tool to conduct robust data analyses on finance related data sets. At the end of the workshop, course participants will have applied the Python programming language and essential data analysis techniques to practical programming exercises to gain experience solving challenging finance related problems. Specific areas in finance where the data science skills acquired from this course can be effectively applied include: sentiment analysis, advanced time series

analysis, risk management, real-time pricing and economic data analysis, customer segmentation analysis, and machine learning algorithm creation for financial technologies

Learning Outcomes

At the end of this course, students should be able to

- Understand how finance professionals can use them to solve real-world problems.
- Use Python programming experience.
- Understanding of the advantages of data science and specific analytical methods.

Course Outline

Unit 1. Introduction to Data Science for Finance

What is data science, why data science is so important, which questions data science can answer.

Unit 2. Introduction to Python Programming for Data Science

Why use Python for data science, how do we write programs in Python, syntax, variables, conditionals & control flow. data structures, loops, functions, modules, objects & classes

Unit 3. Financial Time Series Analysis in Python

Reading in data, plotting, resampling, data slicing, computing returns, computing descriptive statistics, moving window functions, computing Bollinger Bands, computing stock correlations, loading financial data from the internet. Practical exercises for application

Unit 4. Linear Regression for Finance

What is regression, what finance questions can regression help us answer, what are the different types of regression. how do we use Python to solve regression tasks, how can we assess the quality of our results? What is overfitting & how can we avoid it. Practical exercises for application

Unit 5. Data Mining

What is data mining, overview of data science methods, data science problem solving process, differences between supervised and unsupervised tasks. Visualization of Data Science Results. How Python is used to produce easy-to-understand and convincing visualizations that can be used for presentations and during meetings

Unit 6. Clustering of Financial Data

Unsupervised modeling, when to use clustering, what is similarity and how do we measure it, intuition behind k-means, how to implement k-means clustering in Python, how to improve your clustering model, using similarity for predictive modeling (classification). Applications of Data Science to Finance and Economics Data

Unit 7. Big Data

What is Big Data, why is Big Data relevant, how does Big Data relate to the concepts taught in this course, overview of most common Big Data technologies

Recommended Books/ Reference Material

1. Burke, J. J. (2021). *Financial Services in the Twenty-First Century: The Present System and Future Developments in Fintech and Financial Innovation*. Springer Nature.
2. Lemma, V. (2020). *Fintech regulation: Exploring new challenges of the capital markets union*. Springer Nature.
3. Sghari, A., & Mezghani, K. (Eds.). (2020). *Influence of FinTech on Management Transformation*. IGI Global
4. Pompella, M., & Matousek, R. (Eds.). (2021). *The Palgrave Handbook of FinTech and Blockchain*. Cham: Palgrave Macmillan.
5. Xu, J. (Ed.). (2022). *Future and Fintech, The: Abcdi and Beyond*. World Scientific.

10.1.16 Theories of Finance

MS-Management Sciences

Course Code: FIN-716

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course provides an in-depth treatment of asset pricing theories and models. Emphasis is on applications of mathematical and statistical tools to provide a rigorous development of each topic. Students are assessed through a variety of means, which may include problem sets, quizzes, exams, papers, class participation, and presentations. The goal of the course is to establish perspectives, approaches, tools and methods of independent thinking, analysis, and problem solving. Topics include utility theory, portfolio theory, arbitrage pricing, equilibrium pricing, derivatives pricing, security prices' informational efficiency, and performance measurement.

Learning Outcomes

Upon successfully completing this course, the participants will be able to:

- To identify and apply current knowledge of disciplinary or inter disciplinary theory and professional practice to business in local and global environments
- To identify, research and analyses complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.
- Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice. Consider social and cultural implications of business and /or management practice.

Course Outline

Unit 1. Asset Pricing

Asset Pricing Intelligence; what is Finance? Introduction to Capital Markets. The two-period model: consumption, Production, capital markets, Investments, separation.

Unit 2. Mean Variance Theory; Expected Utility Approach

Mean Variance Theory, Expected Utility Theory. Stochastic dominance. The two-period mode: time value of money analytics, mappings, historical Returns, Security Indices, Mean Variance Portfolio Theory, Simple Construction.

Unit 3. Pricing Models/Theories

Pricing Models. Linear Beta Pricing, Capital Asset Pricing Model. Arbitrage Pricing Model. APT, Linear Beta Pricing with Inefficient Benchmarks. Informational efficiency portfolio performance.

Unit 4. The Interest Rate Theory

The term structure of Interest Rates. Loanable Funds Theory. Movement of Interest Rates over time. Determinants of Interest Rate for Individual Securities. State Preference theory.

Unit 5. Multi period models

Multi period models, Derivatives pricing, Forwards, Futures, Swaps, Options; Put option, call option.

Unit 6. Theory for Financial Decisions

Real Assets versus Financial Assets. Financial markets and the economy. Risk Management. Separation of ownership and management. The financial crisis.

Unit 7. International Finance

The foreign exchange market. Exchange rate in the long and short term. Currency fluctuations. Purchasing power parity. The international financial system. The role of international financial markets in monetary policy.

Unit 8. Advance Topics in Finance

Theory of the Firm. Firm's Decision Rules. Fisher Separation. The theorem of Dr'eze. Information Asymmetries on Financial Markets. Black-Scholes Formula. Limitations of the Black-Scholes model and extensions. Volatility Smile and other unfriendly effects. Not normal: Alternatives to normally distributed returns. Pre-forecaster, Box-cox transformation. Jonson's transformation.

Recommended Books/ Reference Material

1. Banks, E. (2023). *Finance: the basics*. Routledge.
2. Buckle, M., & Thompson, J. (2020). *The UK financial system: Theory and Practice*. In *The UK financial system (fifth edition)*. Manchester University Press.

3. Landström, H. (2023). *Advanced introduction to entrepreneurial finance*. Edward Elgar Publishing.
4. Vernimmen, P., Quiry, P., & Le Fur, Y. (2022). *Corporate finance: theory and practice*. John Wiley & Sons.
5. Wray, L. R., Armstrong, P., Holland, S., Jackson-Prior, C., Plumridge, P., & Wilson, N. (Eds.). (2023). *Modern Monetary Theory: Key Insights, Leading Thinkers*. Edward Elgar Publishing.

10.1.17 Emerging Trends in Theoretical Finance

MS-Management Sciences

Course Code: FIN-717

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course aims to intensively study selected emerging trends in theoretical finance; seeking to explain and analyze their development, applications and problems. Essentially the course is an introduction to the theory and practice theory of modern financial economics and financial management, with a focus on capital markets and investments, and quantitative finance. It will introduce you to, or help you revise, the basic fundamentals – the most important concepts and analytical tools used in financial decision making, the important role of financial markets in finance, the basic principles of valuation, investing capital in investment opportunities to create value, the meaning and management of risk, and how organizations should raise and invest capital. The emphasis will be to familiarize students with these finance theories and to study their applications in the light of recent studies.

Learning Outcomes

Upon successfully completing this course, the participants will be able to:

- Know patterns of functioning and development trends of the national and global financial system.
- Identify key issues of information efficiency of financial markets
- Acquire skills in possession of the procedure and methodology of scientific research in the professional field.

Course Outline

Unit 1. Introduction and History of the Financial School

Periods of financial science. The essence of classical and neoclassical theory of finance; The role of individual scientists in the development of financial science; The neoclassical theory of finance; Features of development of financial science in Russia; Russian scientist's contribution to the development of financial science.

Unit 2. The Financial System, Financial Markets, The Modern Theory of Finance

The functions of the financial markets. Structure and classification of financial markets (according to the type of financial instruments, according to the method of placement of financial instruments by maturity instruments, according to the method of organization of transactions). The international financial market,

Eurobonds, euro. International securities market. Financial intermediaries. The role of financial intermediation to ensure the effectiveness of economic development. Types of financial intermediaries. Regulation of the financial system.

Unit 3. Financial Assets and Market Efficiency

Bond (theory and yields), shares (equity valuation). Present value, expectation, and utility. Trade and Valuation in Financial Markets. No Arbitrage and No Excess Returns. Market Efficiency. Equilibrium. Aggregation and Comparative Statics. Time Scale of Investment Decisions. Behavioral Finance.

Unit 4. Mean-Variance Theory. Expected Utility Approach

Expected Utility Theory. Origins of Expected Utility Theory. Axiomatic Definition. Measuring the Utility Function. Mean-Variance Theory. Definition, Fundamental Properties, Mean-variance analysis and its limitations, First and the second-degree stochastic dominance. Approximating an Investor's Utility Function, Negative Exponential Utility Functions, Inferring Investor Risk Tolerance. The problems with "return" measures. (Normal-not normal distribution, $\log R_1/R_0$, Vasicek, Cox-Ingersoll-Ross, etc).

Unit 5. Alternative Measures to Mean-Variance

Quadratic utility, power utility functions. Kinked utility functions & S-shaped value functions. Full-scale optimization. Mahalanobis-Taguchi System (MTS) approach, T-method. Leading-indicators method. Time-series (TS) models.

Unit 6. Advanced Topics in Finance

Theory of the Firm. Firm's Decision Rules. Fisher Separation. The Theorem of Dr`eze. Information Asymmetries on Financial Markets. Information Revealed by Prices. Information Revealed by Trade. Moral Hazard. Adverse Selection. Summary. Time-Continuous Model. A Rough Path to the Black-Scholes Formula. Limitations of the Black-Scholes Model and Extensions. Volatility Smile and Other Unfriendly Effects. Not Normal: Alternatives to Normally Distributed Returns. Pre-forecaster, Box-cox transformation. Jonson's transformation.

Unit 7. Theory for Financial Decisions

Real Assets versus Financial Assets Financial Markets and the Economy Consumption-Timing Allocation of Risk Separation of Ownership and Management. The Players the Financial Crisis.

Unit 8. The Interest Rate Theory

Loanable Funds Theory Movement of Interest Rates over Time Determinants of Interest Rates for Individual Securities. International Finance and Monetary Policy. The foreign exchange markets. Exchange rates in the long and short term. Currency fluctuations. Purchasing power parity. The international financial system. The role of the international financial market in monetary policy. The regulation of the exchange rate as a goal and a method of monetary policy.

Recommended Books/ Reference Material

1. De Haan, J., Schoemaker, D., & Wierds, P. (2020). *Financial markets and institutions: A European perspective*. Cambridge University Press.
2. Dixon, M. F., Halperin, I., & Bilokon, P. (2020). *Machine learning in finance* (Vol. 1170). New York, NY, USA: Springer International Publishing.
3. Harvey, C. R., Ramachandran, A., & Santoro, J. (2021). *DeFi and the Future of Finance*. John Wiley & Sons.
4. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2021). *Fundamentals of multinational finance*. Pearson.
5. Saunders, A., Cornett, M. M., & Erhemjamts, O. (2021). *Financial institutions management: A risk management approach*. McGraw-Hill.

10.2 Marketing Specialization

10.2.1 Behavioral Marketing

MS-Management Sciences

Course Code: MKT-701

Credit Hours: 03

Pre-requisite: Nil

Objectives

Marketing, in particular, begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. This advanced behavioral marketing course is designed to explore classic as well as the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision-making. Readings will include primary empirical research articles, business journal articles, and research reviews. We will develop your ability to understand and influence what people want, how people decide what and when to buy, and whether people will be satisfied or dissatisfied with their decisions. These psychological insights are not only particularly useful for marketing management decision making such as target marketing, brand positioning and marketing communication, but also shed light on common decision biases beyond marketing. In addition, we will examine the methodology of behavioral research to build the tools you will need to interpret scientific findings and base decisions on them.

Learning Outcomes

- Understand and influence consumer behaviors.
- Employ psychological insights to develop effective marketing decisions.
- Evaluate the proposed marketing strategy in terms of their ethical frames and behavioral feasibility.

Course Outline

Unit 1. Introduction to Behavioral Marketing

Why Consumer behavior. Consumer Decision Journey, Critical evaluation. Consumer Decision making, latest developments. Thought Experiment and consumer implications. Changing Consumers, interaction with electronic devices. Overview of Behavioral Analysis for Marketing Decisions. Cognitive Architecture. Exposure, Attention and Perception

Unit 2. High Order Cognition and Heuristics

Consumer Expectancy and its implication. Buying behavior and rationality
Buying behavior: rational mind vs emotional mind. Rhetoric and Persuasion.
Rhetoric, advertizing and society. Rhetorical Appeals. Foveal and peripheral vision

Unit 3. Advertising, Perception and Reality, Implications

Stimuli perception and Gestalt principle. Self and social comparison, consumer implications. Human brain and buying behavior, consumer implications. Neural response to colors and words.

Unit 4. Anatomy of Brain, Related to Emotions and Cognition

Experience and memory, implications. Neural Semantic mapping, consumer implications. Schema and Memory, consumer implications. Brain Chemistry and its consumer implications

Unit 5. Judgment and Decision Processes

Learning and Memory. Preference Construction. Understanding Motivation and Emotion. Motivation and Affect. Understanding Opinion Formation, Change and Expression. Attitude Change and Interactive Communications. Judgment and Decision Making

Unit 6. Buying, Post-Purchase Evaluation, And Disposing

Customer Satisfaction and Life Time Value Analysis

Recommended Books/ Reference Material

1. Bendle, N., Farris, P. W., Pfeifer, P., & Reibstein, D. (2020). *Marketing metrics*. FT press.
2. Chernev, A. (2020). *The marketing plan handbook*. Cerebellum Press.
3. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
4. Perreault Jr, W. D., Cannon, J. P., & McCarthy, E. J. (2021). *Essentials of marketing: A marketing strategy planning approach*. McGraw-Hill.
5. Schlegelmilch, B. B. (2022). *Global marketing strategy*. Springer International Publishing

10.2.2 Strategic Entrepreneurial Marketing

MS-Management Sciences

Course Code: MKT-702

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course is intended to provide a framework and skills that the student can draw upon in planning and carrying out the entrepreneurial ventures. This course in a bigger picture is an introduction to advances in Strategic Entrepreneurial Marketing. Today, firms and even small ventures heavily rely on data-driven marketing to better understand the needs of their customers. Through research, they gather data on different market conditions. By collecting and analyzing such data, entrepreneurs gain market insights and can enhance marketing decisions.

Learning Outcomes

At the end of this course, students should be able to:

- Understand and demonstrate the basic functionalities of the subject area.
- Ability to formulate the related entrepreneurial problem and marketing questions to the given situations.

- Apply the problem solving skills as a consequence of applying qualitative & quantitative methods and alternatives

Course Outline

Unit 1. The Customer as The Driver

Marketing Decisions Framework. Positioning the Product or Service. Marketing Strategies and Goals

Unit 2. Communicating Value to Customers

Key Selling Messages. Creating Emotional Connections. Personal Selling. Networking: Your 30-Second Introduction

Unit 3. Creating A Strong Brand

Managing the Marketing Mix. Marketing on a Shoestring Budget. The Marketing Calendar. Implementing the Plan

Unit 4. Building Customer Relationships

Tools to Meet the Strategic Goals. Online Opportunities and Social Media Checklist. Generating Buzz: Word-of-Mouth Marketing. Measuring Effectiveness

Unit 5. Strategic Entrepreneurial Marketing in a changing World

Creating Customer Value and Satisfaction. Strategic Entrepreneurial Marketing Planning process. The Entrepreneurial Marketing Environment (IFE) (EFE) & (CPM). Research & Information Systems for Better Decision Making. Segmentation, Targeting and Positioning & Differential Advantage

Unit 6. Developing Products and Services and Life Cycle Strategies

Building a Brand strategy & Sustaining a Brand. Entrepreneurial Pricing: Pricing Considerations and Approaches

Unit 7. Developing Effective Distribution Strategies

Personal Selling for Entrepreneurs. Sales Promotions for Entrepreneurs. Traditional Media & Social Media for Entrepreneurs.

Unit 8. Entrepreneurial Marketing Strategy and Execution

Strategic Entrepreneurial Marketing Plans

Recommended Books/ Reference Material

1. Aaker, D. A., & Moorman, C. (2023). *Strategic market management*. John Wiley & Sons.
2. Amit, R., & Zott, C. (2020). *Business model innovation strategy: Transformational concepts and tools for entrepreneurial leaders*. John Wiley & Sons.
3. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons
4. Paley, N. (2021). *The manager's guide to competitive marketing strategies*. Routledge.
5. Schlegelmilch, B. B. (2022). *Global marketing strategy*. Springer International Publishing

10.2.3 Product Management

MS-Management Sciences

Course Code: MKT-703

Credit Hours: 03

Pre-requisite: Nil

Objectives

Product Management is designed to provide conceptually concrete understanding for students to understand roles of Product Manager and responsibilities in Product Management department. They should be familiar with different tools they would come across in their careers, and have a thorough understanding of mechanics and procedure to identify customers and competitors in order to make appropriate segments of their target market. This should enable them to devise appropriate strategies for different segments. Basically course should develop a process of structured thinking in students

Learning Outcomes

At the end of this course, students should be able to:

- Identify core concepts of product marketing management and the role of marketing in business and society.
- Knowledge of social, legal, ethical and technological forces that affect product managers' decision-making practices.
- Develop an ability to develop marketing strategies based for product and product lines.

Course Outline

Unit 1. Product Management Introduction

Marketing plan -Laws of marketing -Planning process -Components of marketing plan Strategies in Action. Defining the competitive environment - Level of market competition - Methods for determining competition Decision Making and Case analysis -Decision making process -Implementation of Breakeven and Contribution in Product Management.

Unit 2. Ideation and Hypothesis Development for Products

New Products -Getting ideas for new product -Product variants and modification -Formal testing of slightly new products. Idea capture and handling system. Voice-of-Customer Methods: Ethnographic research, customer visit teams, customer focus groups, lead user (innovative user) analysis, the customer or user designs, customer brainstorming and inverse brainstorming, customer advisory board or panel, community of enthusiasts. Strategic methods for generating ideas: disruptions in market, core competencies assessment, peripheral vision, competitive analysis. Open innovation methods: partners and vendors, accessing the external technical community, scanning small businesses and business start-ups, external product designs, external submission of ideas, external idea contest. Technology development and fundamental research. Patent mapping. New knowledge as a source of innovation. Tapping the ideas of customers. Learning from lead users. Empathetic design. Invention factories and skunkworks. Open market innovation. The role of mental preparation. How management can encourage

idea generation. Idea-generating techniques. Brainstorming. Nominal Group Technique. TRIZ. Catchball.

Unit 3. Product Management Life Cycle Model and Product Master Plan

General product management life cycle model: discovery and innovation, new product planning phases, new product introduction phases (execution), post-launch product management. The basic construction of the product master plan: product and product line business documents, strategic plans, business cases, product requirements documents (PRDs), product roadmaps, product launch plans, marketing plans created for the product, product discontinuation plans, functional support plans (FSPs), marketing FSP, product development FSP, finance FSP, sales FSP, supply chain FSP, customer service FSP, legal and regulatory FSP, operations FSP.

Unit 4. Market Analytics and Voice-Of-Customer for Product Manager

Information customers cannot provide. Information customers can provide. Techniques for deeply understanding customer needs. Qualitative methods for deeper understanding: ethnography, netnography, site visits and individual interviews, lead users, customer toolkits, real-time market validation. The market analytics process. Types of customer data. Market analytics tool: segmentation, data mining, perceptual mapping, needs ranking, concept testing, conjoint analysis. Web-based market analytics. Competitors analysis -Sources of information -Creating a product feature matrix -Assessing competitor's current objectives and strategies -Marketing Strategy Case: Jones Blair Company -Marketing strategy, Customer analysis -What we need to know about them -Long term value of customer -Segmentation Case: Nissan Motor Co Ltd

Unit 5. Design Thinking in Product Management

What "design thinking" is. How to apply design thinking in organization? "Design thinking" and the "knowledge funnel". "Analytical thinking" and "intuitive thinking". "Abductive logic" and "logical leaps of the mind." Characteristics of exploration and exploitation. Stanford's design thinking approach. Pricing decision -Measuring perceived value and price -Competition and pricing -Other factors affecting pricing. Advertising decisions -Target audience -Setting advertising objectives and budgets -Evaluating message copy -Media decision Case: Cadbury Beverage Inc.; Crush Brand. Hourly Promotions -Promotion objective -Promotion budgeting -Type of final customer promotion Channel management -Channel selection -Indirect channels -Indirect channel management -Monitoring profitability

Unit 6. Finance and Forecasting for The Product Manager

Financial planning for product managers. Creating business cases for product investments. Testing planning assumptions using sensitivity analysis. Product cost models: standard costing, target costing, activity-based costing. Establishing pricing models. Preparing product budgets. Maturity assessment. Forecasts during the new product development process. Forecasting techniques: jury of executive opinion, scenario analysis, Delphi method, decision trees,

assumption-based modeling, trend line analysis, moving average, exponential smoothing techniques, looks-like analysis (analogous forecasting)

Unit 7. Stage-Gate Model to Design New Product Development Process

An overview of Stage-Gate system: discovery, scoping, build the business case, development, testing and validation, go to launch, launch, post-launch review. Types of products which Stage-Gate system can handle. The Structure of the Stage-Gate system. What Stage-Gate is not. Agile Stage-Gate: hybrid model. Stage-Gate for "open innovation". Automated Stage-Gate systems. Common errors in designing a next-generation stage-gate system.

Unit 8. Hourly Category Attractiveness Analysis

Aggregate market factors -Category factors -Bargaining powers of buyers / suppliers -Environmental analysis. Market potential and sales forecasting - Methods of estimating market and sales potential -Sales forecasting. Hourly Developing product strategy -Element of product strategy -Selection of strategic alternatives -Positioning: Consumer and competitors target Case: STEDEC: the FAMViC Project. Service and direct consumer based marketing -Customer based strategy -The role of service -A complete customer service program Financial analysis for product management -Sales analysis -Profitability analysis -A strategic framework of control

Recommended Books/ Reference Material

1. Alexandru, C., Jaliu, C., & Comsit, M. (Eds.). (2020). *Product Design*. BoD–Books on Demand.
2. CHITALE, A. K., & Gupta, R. C. (2023). *Product design and manufacturing*. PHI Learning Pvt. Ltd.
3. Cross, N. (2021). *Engineering design methods: strategies for product design*. John Wiley & Sons.
4. Chernev, A. (2020). *The marketing plan handbook*. Cerebellum Press.
5. Hollensen, S. (2020). *Global marketing* (pp. 978-1). Harlow: Pearson.

10.2.4 Retail Marketing

MS-Management Sciences

Course Code: MKT-704

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course examines in detail, the importance of retail business how it should be maintained and why it is important. We explore the field of retailing, the establishment and maintenance of relationships, and the basic principles of strategic planning and the decisions made in owning or managing a retail business. This course is designed to professionally address challenges in Retail Marketing and the dynamic role that Retail chains play in rapidly changing retail environment in competitive & customer oriented market place. The students will be able to understand possible solutions to handle Retail Marketing situations.

Learning Outcomes

At the end of this course, students should be able to:

- Identify core concepts of retail marketing and its implications in real settings.
- Able to professionally address challenges in Retail Marketing.
- Develop an ability to understand possible solutions to handle Retail Marketing situations.

Course Outline

Unit 1. An Overview of Strategic Retail Management

Retailing from various perspectives, discuss its impact and its special characteristics. Retailing in historical prospective. Concept of strategic planning. Steps in strategic planning for retailers: situation analysis, objectives, identification of consumers, overall strategy, specific activities, control, and feedback. Retailing with an emphasis on customer service and relationship is the foundation of a successful business. ‘Value’ and its pivotal role in retailers’ building and sustaining relationships. Customer relationships and channel relationships. Relationship building between goods and service retailers Impact. of technology on relationships in retailing. Retailers’ ethical performance and relationships. The Management of Service and quality in retail business Understanding Retail Product Vs Service.

Unit 2. Situational Analysis

Retail institutions classification, and ownership type. The Nature of Retail Marketing. Major forms of Retail business. Methods used by manufacturers, wholesalers and retailers to exert influence in the distributions channel. Wheel of retailing, scrambled merchandising, and the retail life cycle Retail strategy mixes are evolving. Food-oriented retailers involved with store-based strategy mixes. Contrast single-channel and multi-channel retailing. Three major retail institutions involved with non-store-based strategy mixes: direct marketing, direct selling, and vending machines. Emergence of electronic retailing through the World Wide Web. Non-traditional forms of retailing: video kiosks and airport retailing.

Unit 3. Targeting Customers and Gathering Information

The Retail Marketing Mix Product, Price, Promotion, Price, Process Physical evidence and people. Retailer to properly identify, understand, and appeal to its customer. Consumer demographics, lifestyle factors, and needs and desires. Consumer attitudes toward shopping and consumer shopping behavior, including the consumer decision process and its stages. Information flows in a retail distribution channel. Retailers should avoid strategies based on inadequate information. Retail information system, its components, and the recent advances in such systems. Marketing research process and how it is used to target customers. Understanding Consumer Behavior in retailing. Consumer Psychology, Affect, Cognition Behavior. Consumer Sociology and Trends in

Retail marketing. Customer complaint handling and que management for effective marketing

Unit 4. Choosing a Store Location

Importance of store location for a retailer and outline the process for choosing a store location. Concept of a trading area and its related components. Three major factors in trading-area analysis: population characteristics, economic base characteristics, and competition and the level of saturation. Types of locations available to a retailer, isolated store, unplanned business district, and planned shopping center. Decisions necessary in choosing a general retail location. One-hundred percent location. General retail locations and the specific sites within them. Alternative terms of occupancy. Store Location and Layout. Trading areas and Location Selection Methods. Cost, Image and Traffic Consideration in retail location criteria.

Unit 5. Managing a Retail Business

Procedures involved in setting up a retail organization. Organizational arrangements utilized in retailing. Human resource environment of retailing. Operations management and its scope. Profit planning. Asset management, including the strategic profit model, other key business ratios, and financial trends in retailing. Retail budgeting. Identify resource allocation. Operations blueprint; store format, size and space allocation; personnel utilization; store maintenance, energy management, and renovations; inventory management; store security; insurance; credit management; computerization; outsourcing; and crisis management.

Unit 6. Merchandise Management and Pricing

Merchandising philosophy. Buying organization formats and the processes they use. Devising merchandise plans: forecasts, innovativeness, assortment, brands, timing, and allocation. Category management and implementation of merchandise plans: gathering information, selecting and interacting with merchandise sources, evaluation, negotiation, concluding purchases, receiving and stocking merchandise, reordering, and re-evaluation. Buying and Merchandising Concepts. Organizational Setup for Stock Development & Storage Techniques. Elements of Resident Buying and Market Consultants.

Merchandise Pricing, Factors Affecting Pricing. Price Lines and their Marketing. Markdowns for clearing unsold/un-seasonal/soiled stock.

Unit 7. Prominent Roles of Logistics and Inventory Management

Implementation of merchandise plans. Aspects of financial merchandise planning and management. Cost and retail methods of accounting. Merchandise forecasting and budgeting process. Methods of inventory unit control. Integrate dollar and unit merchandising control concepts. Role of pricing in a retail strategy and to show that pricing decisions must be made in an integrated and

adaptive manner. Impact of consumers; government; manufacturers, wholesalers, and other suppliers; and current and potential competitors on pricing decision. Framework for developing a retail price strategy: objectives, broad policy, basic strategy, implementation, and adjustments. Merchandise Handling and Logistics Supply Chain System in Retailing, Inventory Management Loss Prevention Methods, Handling Inventory Shortage.

Unit 8. Communicating with Customers and Advertising

Importance of communicating with customers. Concept of retail image. Ways of encouraging customers to spend more time shopping. Community relations on a retailer's image. Scope of retail promotion. Elements of retail promotion: advertising, public relations, personal selling, and sales promotion. Strategic aspects of retail promotion: objectives, budgeting, the mix of forms, implementing the mix. Advertising and Promotion for retail business. Building and Maintaining the Retail Clientele. The Sales Promotion, Advertising, Publicity. Visual Merchandising, Ambiance & Visual Presentation, Window Schedules. Type of Window Structures. Interior Presentation, Display Fixtures, Lighting, Color. Online and Direct Retail Marketing, Reasons for Growth. Catalogue Retail Marketing Director Mail Retailing. Personal Selling Essential for Salesperson How to Sell. Promoting Future Business. Sources of Product, Credit and Customer Services

Recommended Books/ Reference Material

1. Castaldo, S., Grosso, M., & Premazzi, K. (2020). *Retail and channel marketing*. Edward Elgar Publishing.
2. Malhotra, N. K., Nunan, D., & Birks, D. F. (2020). *Marketing Research*. Pearson UK.
3. Mason, T., & Jarvis, S. (2023). *Omnichannel retail: How to build winning stores in a digital world*. Kogan Page Publishers.
4. Levy, M., & Grewal, D. (2023). *Retail management*. McGraw-Hill.
5. Zhu, Y. (2023). *Corporate Culture and Globalization: Ideology and Identity in a Global Fashion Retailer*. Taylor & Francis.

10.2.5 Advertisement Management

MS-Management Sciences

Course Code: MKT-705

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course is designed to convey the idea of advertising as a multidimensional concept. It is a form of mass communication, a powerful marketing tool, a component of the economic system, a means of financing the mass media, a social institution, an art form, an instrument of business management, a field of employment and a profession. This course recognizes that advertising is an announcement to the public of a product, service or idea through a medium to which the public has access. The medium may be print (newspapers, magazines, posters, banners and hoardings), electronic (radio, television, video, cable, phone, internet) or any other. An advertisement is usually paid for by an advertiser at rates fixed or negotiated with the media.

Learning Outcomes

At the end of this course, students should be able to:

- Develop an insight about advertising as a communication process
- Understand how to effectively manage the implementation and evaluation of integrated advertising program
- Analyze and apply the concepts studied in real life settings in business environment

Course Outline

Unit 1. Concepts of Advertising

The Field of Advertising, Introduction, Integrated Marketing Communication. Concepts of Advertising. Advertising and its types

Unit 2. Comparative Advertising

Case study, Communication Models in Advertising. Integrated Advertising Program. Analysis of Mission & Market Objective Setting & Determining Target Audience

Unit 3. Integrated Advertising Program

Understanding Segmentation, Positioning, Budget Decision, case study on Budgets

Unit 4. Understanding Message Strategy

Message & Copy in Advertising, Headlines in Print & TV Advertising
Understanding Message Strategy

Unit 5. Visualization & Layout

AD Appeals, Testimonials & Celebrity Endorsement. Media

Unit 6. Role of Media

Types of Media, Media Selection. Media. Media Planning: New Perspective, Media Decision.

Unit 7. Campaign Making

Three Phases of Campaign Creation, Steps of Effective Advertising. Campaign Making. Upsetting the applecart in the. scooterette category in Style. Case study, Understanding Campaigns

Unit 8. Advertising

Advertising Stake Holders – Advertising Organization, Evolution & History of advertising Agency. The working of AD agencies, Organization Structure of Advertising Department. Interface with other Departments, Functions of Advertising Agency

Recommended Books/ Reference Material

1. Brader, T. (2020). *Campaigning for hearts and minds: How emotional appeals in political ads work*. University of Chicago Press
2. Fennis, B. M., & Stroebe, W. (2020). *The psychology of advertising*. Routledge
3. Holm, N. (2023). *Advertising and consumer society: A critical introduction*. Taylor & Francis.
4. Rorty, J. (2020). *Our master's voice: Advertising* (p. 318). mediastudies. Press.
5. Rosenbaum-Elliott, R. (2020). *Strategic advertising management*. Oxford University Press.

10.2.6 Digital Marketing

MS-Business Administration

Course Code: MKT-706

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to relate, integrate and implement conventional marketing techniques to digital environment. It helps students understand the principles and practices of digital marketing communications, involving tools used by social marketers. The subject helps the students understand different tools of social media to understand and communicate with consumers in an interactive environment. The course also helps understand behavioral targeting in an easier and quick manner.

Learning Outcomes

At the end of this course, students should be able to:

- Understand the nature and importance of digital marketing in the 21st century.
- Identify and apply the digital marketing concepts, processes and strategies within appropriate types of business environment.
- Analyze the critical factors have implication for digital marketing managers and will affect the digital marketing decisions.

Course Outline

Unit 1. Introduction of the Digital Marketing, Creating Initial Digital Marketing Plan

Digital vs. real marketing, Digital marketing channels, The Opportunity-Mega trends, Content management, SWOT analysis, Target group analysis. History of digital marketing. Digital Marketing Vs. Traditional Marketing. The digital world. The digital transformation

Unit 2. Strategic E-Marketing and SEO Optimization, Situation Analysis for Digital Marketing

Writing the SEO content, E-business models, Consumers online characteristics, Digital marketing environment, Customer analysis. Customer choice and digital influence. Competitor analysis. Supplier analysis

Unit 3. Site Design Basics and Online Marketplace Analysis-Micro environment

Four cornerstone approach, Personas and scenarios, how to write project briefs, Site design usability, Usability Best Practices, Domain name management, Programming standards, Information architecture, Rich Media. The rate of environment change. Technological environment. Economic Forces. Political Forces. Legal Forces. Social Forces. Cultural Forces

Unit 4. Introduction to CRM and Creating the Digital Marketing Strategy

CRM platform, CRM models, CRM strategy. From e-CRM to social CRM. Developing your overall digital strategy. Discovering the business model and brand. Setting goals and objectives for digital marketing. Strategy formulation decision

Unit 5. Introduction to Web Analytics and Marketing Communications, Marketing Goes Digital

Web analytics – levels, Introduction of Social Media Marketing, Social Media Marketing plan, Online advertising methods, online promotional tools, Personalization. Viral Marketing. Content marketing. Social media Influencers. Affiliate Marketing

Unit 6. Search, Intelligent Search and Search Marketing, Relationship Marketing Using Digital Platforms

Search engine optimization, Search strategies customer acquisition, Search Engine Marketing FAQ. The challenge of customer engagement. Customer lifecycle management. How search engine works. Designing SEO strategy. Keyword selection. On-site optimization. Off-site optimization. Third party search engine ranking

Unit 7. Business Opportunities and Social Media

Instagram options, Optimization of Instagram profiles, Integrating Instagram with a Web Site and other social networks, keeping up with posts, Linked-in options, creating campaigns on LinkedIn, analyzing visitation on LinkedIn, YouTube Advertising, YouTube Analytics, Facebook Ads, Creating Facebook Ads, Ads Visibility, E-mail marketing. Programmatic advertising. Types and formats of display advertising. Types of display campaign. Search advertising.

Network advertising. Landing pages. Planning and targeting display campaigns. Social Media Marketing. Customer service and reputation management. Types of social media. Blogging and content. Consumer reviews and ratings. Social networking. Social Sharing. Social media service and support

Unit 8. Digital Marketing Budgeting, Website Development and E-commerce

Resource planning, Cost estimating, Cost budgeting, Cost control. Web presence ownership, management and development. Usability basics. Content development. The global web presence. Understanding e-marketplace. The e-commerce website. Multi-channel retailing. Strategic marketing on social media. Email marketing, Metrics and analytics. Email as a medium for direct marketing. Email as a medium for marketing messages. Email newsletters. Uses and presentation of analytics

Recommended Books/Reference Material

1. Chaffey, D., & Smith, P. R. (2022). *Digital marketing excellence: planning, optimizing and integrating online marketing*. Taylor & Francis.
2. Deiss, R., & Henneberry, R. (2020). *Digital marketing for dummies*. John Wiley & Sons.
3. Hall, S. (2023). *B2B digital marketing strategy: how to use new frameworks and models to achieve growth*. Kogan Page Publishers.
4. Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
5. Zahay, D. (2020). *Digital marketing management: A handbook for the current (or future) CEO*. business expert press.

10.2.7 Strategic Brand Management

MS-Management Sciences

Course Code: MKT-707

Credit Hours: 03

Pre-requisite: Nil

Objectives

Effective brand management is the key to developing product and communication strategies which lead to marketing success. This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base. A range of branding theories, concepts, strategies and practices designed to build, measure and sustain brand equity will be addressed across a range of real world contexts, product types and industries. The course is designed with intention to develop the understanding regarding brands and primarily brand management. The focus is to sharpen the analytical skills of the students with the teaching of case studies and research articles. It provides insight that how companies play with brands and understanding brand planning and management is the key to success.

Learning Outcomes

At the end of this course, students should be able to:

- Define and understand the nature of brand management strategies in the marketplace.
- Understand how to effectively plan, implement and evaluate branding strategies.
- Develop knowledge of how brands are developed, priced, promoted and distributed

Course Outline

Unit 1. Brands and Brand Management

What is brand? Why do brands matter? Can anything be branded? What are the strongest brands? Customer-Based Brand Equity and Brand Positioning. Brand equity concept, customer-based brand equity, brand knowledge sources of brand equity.

Unit 2. Steps of Brand Building and Its Implications

Brand positioning & values. Identifying & establishing brand positioning and brand values. Choosing brand elements to build brand equity. Criteria for choosing brand elements. The Four Steps of Brand Building

Unit 3. Brand Resonance and the Brand Value Chain

The Brand Value Chain. Building a Strong Brand. Designing Marketing Programs to Build Brand Equity. Criteria for Choosing Brand Elements. Options and Tactics for Brand Elements

Unit 4. Integrating Marketing Communications to Build Brand Equity

Integrating Marketing. Product Strategy. Pricing Strategy. Channel Strategy. Leveraging Secondary Brand Associations to Build Brand Equity. Conceptualizing the Leveraging Process. Country of Origin and Other Geographic Areas.

Unit 5. Channels of Distribution

Co-Branding. Celebrity Endorsement

Unit 6. Developing a Brand Equity Measurement and Management System

Conducting Brand Audits. Designing Brand Tracking Studies. Establishing a Brand Equity Management System

Unit 7. Measuring Outcomes of Brand Equity: Capturing Customers and Market Performance

Qualitative Research Techniques. Quantitative Research Techniques. Holistic Methods

Unit 8. Designing and Implementing Branding Architecture Strategies

Developing a Brand Architecture Strategy. Brand Portfolios. Brand Hierarchies. Corporate Branding. Managing Brands Over Time. Reinforcing Brands. Revitalizing Brands. Adjustments to the Brand Portfolio

Recommended Books/Reference Material

1. Glover, N., & Higgins, D. M. (Eds.). (2023). *National Brands and Global Markets: An Historical Perspective*. Taylor & Francis.
2. Kelley, L. D., Sheehan, K. B., Dobias, L., Koranda, D. E., & Jugenheimer, D. W. (2022). *Advertising media planning: a brand management approach*. Taylor & Francis.
3. Loken, B., & Ahluwalia, R. (Eds.). (2023). *Brands and brand management: Contemporary research perspectives*. Psychology Press.
4. Mogaji, E. (2021). *Brand management*. Springer International Publishing
5. Umar, R. S. B. (2023). *Advertising management*. Kalm Edutech.

10.2.8 Strategic Social Marketing

MS-Management Sciences

Course Code: MKT-708

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course considers the planning and implementation of programmes designed to bring about social change using concepts and practices from commercial marketing. It introduces social marketing as the application of marketing concepts and other social change techniques to achieve both individual behavior changes and societal structural changes in areas such as health, well-being and the wider environment. Moreover, this course discusses the applications of social marketing for profit and not-for-profit organizations including governmental and non-governmental organizations.

Learning Outcomes

At the end of this course, students should be able to:

- Analyze the social marketing environment.
- Be able to select target audiences, objectives and goals.
- Apply the basis and advanced techniques for development of social marketing strategies.

Course Outline

Unit 1. A Strategic Perspective on Social Media Marketing

Introduction to social media and how it has altered the consumer decision-making process and communications paradigm. Describe the role of social media in marketing strategy and assess the tradeoffs in using social media relative to traditional communication methods. Learn how to set social media marketing objectives that are linked to business objectives.

Unit 2. Leveraging Networks

Understand the role of networks in the distribution of content, including network structure and how it affects the flow of information. Learn how to leverage online networks and communities to engage consumers in brand-related conversations. Discuss how to identify influencers and their role in distributing content.

- Unit 3. Creating Engaging Content**
Learn how to create social media content that attracts and retains consumers' attention and motivates engagement and sharing. Describe the role of storytelling in a digital landscape. Understand how to evaluate and select platforms for distributing content.
- Unit 4. Social Media Listening and Co-creation**
Examine how social media listening is integrated into marketing decision making. Introduction to approaches to social media listening and how to draw inferences from listening data. Learn how social media is used to facilitate open innovation and co-creation.
- Unit 5. Assessing Social Media ROI**
Introduction to a framework for assessing the return on investment of social media activities. Describe metrics for measuring the success of social media efforts and explore the role of analytics in linking these metrics to the bottom line. Understand the role of paid media in social media marketing.
- Unit 6. The Role of Social Media in the Organization**
Describe organizational approaches to managing social media and developing social media policy. Discuss how to manage specific issues in social media, including negative feedback, online reviews, and crisis management. Identify ethical conflicts and issues associate with social media marketing decisions.
- Unit 7. Strategic planning, Marketing mix, Swot analysis**
Micro, Macro environment -Environmental scanning and monitoring. Company Micro & Macro environment. Methods of collecting data. Forecasting future demand. Characteristics of business buying behavior. Model of business buying Arrival of the German Giant at Karachi: Case Study of Henkel
- Unit 8. Model of Consumer Buying Behavior**
Consumer decision. Market position and Product Differentiation. Levels of market segmentation. Market targeting. Product line, Extensions, Product mix decisions. Case study. New production strategy, Idea generation, Idea screening. New product pricing strategies, Product mix pricing strategies, Price changes. How to effectively communicate in the digital marketing environment Different Tools of IMC and their Utilization. Electronic Business, Markets, Digital Markets and their Difference and importance in today's world.

Recommended Books/Reference Material

1. Carrier, J. G., & Luetchford, P. G. (Eds.). (2022). *Ethical consumption: Social value and economic practice*. Berghahn Books.
2. Evans, D., Bratton, S., & McKee, J. (2021). *Social media marketing*. AG Printing & Publishing.
3. Freberg, K. (2021). *Social media for strategic communication: Creative strategies and research-based applications*. Sage Publications.
4. Gillespie, K., & Swan, K. S. (2021). *Global marketing*. Routledge.
5. Quesenberry, K. A. (2020). *Social media strategy: Marketing, advertising, and public relations in the consumer revolution*. Rowman & Littlefield Publishers.
6. Tuten, T. L. (2023). *Social media marketing*. Sage Publications Limited.

10.2.9 Marketing Intelligence

MS-Management Sciences

Course Code: MKT-709

Credit Hours: 03

Pre-requisite: Nil

Objectives

Marketing intelligence (MI) is a key tool for better decision making, success, and even survival for firms today, and it comes from the strategic use of a carefully analyzed collection of key information. Enterprise-wide use of market intelligence is increasing, as firms see its power and benefit. Firms that embrace market intelligence use it at all levels of the organization, fostering a culture where everyone thinks intelligence and contributes to its evolution. The establishment of a marketing intelligence process in firms today is increasing at a rapid rate. Effective MI is a process of: identifying and collecting information, both internal and external to the firm; analyzing it, interpreting it using business and industry experience and knowledge; and using it to make more informed decisions. This course provides a broad and in-depth understanding of market intelligence (MI), focusing on MI as a process, and the perspective taken will be that of a manager using market intelligence. Students will learn the tools, techniques, sources, analytical processes and technology of MI, and will review best practices and cases of MI in action. This course is intended for marketing and business students.

Learning Outcomes

At the end of this course, students should be able to:

- Understand the world of market intelligence and its importance to businesses.
- Understand analyzing and processing information, and the art and science of identifying appropriate information and sources of information.
- Be capable of applying tools and techniques such as data mining, data visualization, information analysis and selection.

Course Outline

Unit 1. Using Marketing Intelligence & Competitive Intelligence to Add Value to Your Business

What is marketing Intelligence? Market intelligence, competitive intelligence & business intelligence. Marketing Intelligence in international markets. The ROI of market in intelligence.

Unit 2. Making Market Intelligence Work for You

Lab Introduction Power BI. Types of Power BI Data Connectors Basic Table Transformations Text, Number & Date Tools Index & Conditional Columns Grouping & Aggregating Data

Unit 3. Pivoting & Unpivoting Modifying

Merging & Appending Queries Connecting to Folders

Unit 4. Defining Hierarchies

Categories Query Editing & Power BI Best Practices

Unit 5. Introduction to Database Normalization Data (Fact)

Tables vs. Lookup (Dimension) Tables Creating Power BI Table Relationships Star vs. Snowflake Schemas Active vs. Inactive Relationships

Unit 6. Relationship Cardinality Connecting

Multiple Data Tables Filtering & Cross-Filtering Hiding Fields from the Power BI Report View

Unit 7. Data Modeling & Power BI best Practices

Adding Basic Charts to Power BI Reports Formatting & Filtering Options Managing & Viewing Roles PREVIEW: Publishing to Power BI Service Power BI Data Viz Best Practices

Recommended Books/Reference Material

1. Alshurideh, M., Al Kurdi, B. H., Alzoubi, H. M., & Salloum, S. (Eds.). (2023). *The Effect of Information Technology on Business and Marketing Intelligence Systems* (Vol. 1056). Springer Nature.
2. Bhattacharyya, J. (Ed.). (2023). *Dealing with Socially Responsible Consumers: Studies in Marketing*. Springer Nature.
3. Chaffey, D., & Smith, P. R. (2022). *Digital marketing excellence: planning, optimizing and integrating online marketing*. Taylor & Francis.
4. Charles, V., Garg, P., Gupta, N., & Agarwal, M. (Eds.). (2023). *Data Analytics and Business Intelligence: Computational Frameworks, Practices, and Applications*. CRC Press.
5. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.

10.2.10 Export Marketing

MS-Management Sciences

Course Code: MKT-710

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course is designed to understand management practices of companies seeking Export market opportunities and to create consciousness about the importance of viewing international marketing strategies from an Export perspective

Learning Outcomes

- Understand trend in favor of unification, liberalization and under new WTO trade regimes.
- Identify the opportunities and threats encountered today by Export marketers.
- Identify and analyze the new Export trading dynamics.

Course Outline

- Unit 1. Why Export Marketing? Marketing Concepts**
Covers the differences between export marketing and domestic marketing, skill sets and challenges, applying major concepts. Segmentation, targeting and positioning (STP). Why Export Marketing? and Marketing Concepts. Potential Countries/Challenges and Opportunities. The scope of Export Marketing. The Drive of Internationalization
- Unit 2. Product and Service Marketing**
Pursuing Marketing Activities in Asia Steps Action Plan for Successful Export Marketing
- Unit 3. Marketing Mix (Product, Price, Place, Promotion)**
Strategies. Discusses product or service strategies, pricing objectives and strategies, landed cost, direct or indirect distribution channels including the role of Export Management Companies (EMC) and Export Trading Companies (ETC), and the different promotion mediums.
- Unit 4. Distribution and Promotion Strategies**
Product Strategy and Development Issues. Selecting Intermediaries and Access to Distribution Channel. Global Advertising Campaign and Pricing Decision. Channels of Distribution. Building Knowledge based research
- Unit 5. Global Marketing**
Evolution to Global Marketing and Elements of the Global Marketing. How to Develop an International Pricing Strategy? Export Modes. Export Intermediaries, Export Market Choices. Multinational market regions.
- Unit 6. Export Market Entry Strategies, Selection Criteria and Planning Process**
Identify potential target markets, modes of entering markets, finding qualified buyers, and selecting agents or distributors. This Module will also analyze various types of buyers and the factors that influence their purchasing decisions. Market Entry and the Planning Process. Entering New Markets. Internationalize: Proactive or Reactive. Importance of Strategic Plan and Market Entry. Create an Export Marketing Plan. Exporting Services. How to Craft a Winning Market Entry Strategy: Intro (YouTube)? Emerging Markets and Market Behavior.
- Unit 7. Exporting and Contemporary Issues in Export Marketing**
Examines e-business, e-commerce and e-marketing as they relate to export marketing. Responding to trade leads and marketing using social media. Role of Government in Export. Export Trade and Communication. Business customs and practices in export marketing. Multinational enterprise and export. Challenges of export marketing.

Recommended Books/Reference Material

1. Czinkota, M. R., Ronkainen, I. A., & Cui, A. (2022). *International marketing*. Cengage Learning.
2. Green, M. C., & Keegan, W. J. (2020). *Global marketing*. Pearson.

3. Hollensen, S. (2020). *Global marketing* (pp. 978-1). Harlow: Pearson.
4. Kotabe, M. M., & Helsen, K. (2022). *Global marketing management*. John Wiley & Sons.
5. Leeman, J. (2021). *Export Planning: A 10-step approach--*. BoD–Books on Demand.

10.2.11 Industrial Marketing

MS-Management Sciences

Course Code: MKT-711

Credit Hours: 03

Pre-requisite: Nil

Objectives

Building on the framework of consumer marketing taught in introductory marketing, this course focuses on expanding the students' competence and understanding to business-to-business marketing. Topics include crafting a strategy to create, communicate and deliver value propositions (products and services) to business customers, with additional emphasis on profitable pricing policy and developing efficient delivery logistics. Both the case study and lecture methods will be used.

Learning Outcomes

At the end of this course, students should be able to:

- Identify core concepts of industrial marketing and the role of marketing in business and society.
- Knowledge of social, legal, ethical and technological forces on marketing decision-making.
- Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.

Course Outline

Unit 1. Introduction, Definitions and Basic Concepts of Industrial Marketing

The nature of industrial markets, participants, channels. Definitions: Industrial products, industrial markets, industrial customers and their classifications. Industrial marketing vs. consumer marketing

Unit 2. Characteristics of Industrial Markets

Functional Aspects with Relevance to Marketing. Organizational buying behavior and buyers' characteristics. Industrial demand and the resellers market. The industrial buying process, participants, buying situations, the buying center. Industrial marketing research

Unit 3. Marketing Activities in Industrial Markets

Strategic planning in industrial marketing. Segmentation, targeting and positioning of industrial products. Marketing mix (4Ps): Product, price, place, promotion. Determinants for industrial products, pricing decisions, place channel structure, channel strategy, logistics, marketing communication and promotion (advertising, sales promotion, personal selling, PR, direct sales, internet). Developing industrial products / services. Customer relationship marketing (CRM). Outsourcing.

Unit 4. Industrial Marketing, Sales and Objectives

Steps, decisions, tools, output. Marketing and sales objectives – marketing plan. Client assessment: value definition, customer behaviour, customer experience, customer journey. Market segmentation and profiling. Market research

Unit 5. Industrial Marketing Strategy Development

Objectives and targeting. Marketing strategy development – differentiation and positioning. Product life cycle management. Marketing mix for Value creation and Value delivery

Unit 6. Pricing Strategy and Management

Marketing execution: in-depth analysis of marketing mix and marketing functions: Product/Brand management, Channel management and Trade marketing, Communication management, Web marketing and CRM, International marketing.

Unit 7. Future B2B Marketing Insights and Best Practices

Search engine optimization. Smarter marketing, social selling. B2B marketing, CRM and demand generation. New product development. B2B growth marketing: new B2B revenue & profit. Customer retention strategies

Unit 8. Industrial Distribution Capabilities, Innovation and Competitive Advantage

Corporate image and reputation in B2B markets. Multicultural marketing. Outsourcing of Business-to-Business Marketing. Strategies and tips for generating new clients. Conversations on customer and lead management. Strategies and tips for generating new clients. Conversations on customer and lead management

Recommended Books/Reference Material

1. Aaker, D. A., & Moorman, C. (2023). *Strategic market management*. John Wiley & Sons.
2. Alshurideh, M., Al Kurdi, B. H., Alzoubi, H. M., & Salloum, S. (Eds.). (2023). *The Effect of Information Technology on Business and Marketing Intelligence Systems* (Vol. 1056). Springer Nature. & Francis
3. Alvarez-Monzoncillo, J. M. (2023). *The Dynamics of Influencer Marketing: A Multidisciplinary Approach* (p. 220). Taylor.
4. Helmold, M., & Terry, B. (2021). *Operations and supply management 4.0: Industry insights, case studies and best practices*. Springer Nature
5. Hutt, M. D., & Speh, T. W. (2021). *Business marketing management: B2B*. South-Western, Cengage Learning.
6. Park, S. (2020). *Marketing management* (Vol. 3). Seohee Academy.

10.2.12 Market Strategy and Forecasting

MS-Management Sciences

Course Code: MKT-712

Credit Hours: 03

Pre-requisite: Nil

Objectives

The goal of this course is to provide a well-rounded framework of how companies can use scientific methods to forecast sales and become more informed when making key managerial decisions. Such decision would include, among others, whether a product should be launched, at what price it should be offered, and what advertising and promotion strategies should accompany the launch. The course will equip you with a comprehensive understanding of the key factors in demand forecast.

Learning Outcomes

At the end of this course, students should be able to:

- Understand advanced, quantitatively oriented marketing tools that enhance demand forecasting ability.
- Devise and deploy objective and automated means to track organizational performance to make critical changes in time.
- Create policies and devise processes to streamline demand forecasting and analysis and align these to other resulting processes and systems of the organization.

Course Outline

Unit 1. Objectives of Demand Forecasting

Formulating production policy. Formulating price policy. Controlling sales Arranging finance. Deciding the production capacity. Planning long-term activities. Types of Demand Forecasting. Passive demand forecasting. Active demand forecasting. Short-term demand forecasting. Medium- to long-term demand forecasting. External macro-level demand forecasting. Internal business level demand forecasting

Unit 2. Factors Influencing Demand Forecasting

Types of goods. Competition level. Price of goods. Level of technology. Economic viewpoint. Time period forecasts.

Unit 3. Steps in Demand Forecasting

Setting the objective. Determining the time period. Selecting a method for demand forecasting. Collecting data. Estimating results

Unit 4. Methods of Demand Forecasting

Experts' opinion poll. Delphi method. Market experiment method. Trend projection method. Graphical method. Fitting trend method. Box-Jenkins method. Regression methods. Index number

Unit 5. Characteristics of A Good Demand Forecasting Method

Advantages of Demand Forecasting

Unit 6. Demand Forecasting Challenges

Customer Lifetime Value. Perceptual Mapping Application (GP). Field Experiments. Factor & Cluster Analysis Application. Multi-Dimensional Scaling Experimental Design. Natural Experiments. RFM Analysis

Recommended Books/Reference Material

1. Whittington, R., Regnér, P., & Angwin, D. (2020). *Exploring strategy: Text and cases*. Pearson.
2. Kim, E., Fiore, A. M., Payne, A., & Kim, H. (2021). *Fashion trends: Analysis and forecasting*. Bloomsbury Publishing.
3. Sheffi, Y. (2020). *The new (ab) normal: Reshaping business and supply chain strategy beyond Covid-19*. MIT CTL Media.
4. Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
5. Helmold, M., & Terry, B. (2021). *Operations and supply management 4.0: Industry insights, case studies and best practices*. Springer Nature.

10.2.13 Seminar in Marketing

MS-Management Sciences

Course Code: MKT-713

Credit Hours: 03

Pre-requisite: Nil

Objectives

Seminar in marketing is a course that will cover contemporary issues faced by the corporate world. this course is created in a way that it become liaison between academia and industry. In this course different spokesperson of academia and industry will come to discuss their working experience.

Learning Outcomes

At the end of this course, students should be able to:

- Understand branding issues related to Pakistani industry.
- Understand importance of telecommunication scenario tourism.
- Understand marketing customer relationship marketing and business simulation games.

Course Outline

Unit 1. Introduction to Contemporary Issues in Marketing

Research Trends in different industries. The contribution continuum

Unit 2. Teaching How to Read Research Papers

Potential Theories to use Psychology Theories

Unit 3. Writing Problem Statement and Contribution

Personality, Values, Attitudes, and Lifestyle. Attitude Formation Theories of media exposure

Unit 4. Motivational and Learning Theories

Reality technology adoption: literature review, reference models, and future research agenda

Unit 5. Theory of Planned behavior and Reasoned Action

Sales and marketing issues. Evolution and future of marketing

Recommended Books/Reference Material

1. Bendle, N., Farris, P. W., Pfeifer, P., & Reibstein, D. (2020). *Marketing metrics*. FT press.
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
3. Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.). (2022). *Handbook of business-to-business marketing*. Edward Elgar Publishing.
4. Morrison, A. M. (2022). *Hospitality and travel marketing*. Taylor & Francis.
5. Park, S. (2020). *Marketing management* (Vol. 3). Seohee Academy.

10.2.14 Advanced International Marketing

MS-Management Sciences

Course Code: MKT-714

Credit Hours: 03

Pre-requisite: Nil

Objectives

Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations. Topics include an overview of international marketing; social, cultural, political, and legal environments; international market-entry opportunities; planning and managing market entry strategies and products; global distribution and pricing; international promotion, sales, and negotiation; and international market planning.

Learning Outcomes

At the end of this course, students should be able to:

1. Apply the key terms, definitions, and concepts used in marketing with an international perspective.
2. Compare the value of developing global awareness vs. a local perspective in marketing.
3. Evaluate different cultural, political, and legal environments influencing international trade.

Course Outline

Unit 1. Introduction to International Marketing

Definitions, Marketing environment, Consumer welfare issues and business ethics

Unit 2. International Marketing Strategy

Necessity of adopting a global business perspective

- Unit 3. Major Decisions While Going Global Importance of Marketing Orientation**
Difference between a multinational and a global approach Marketing standardization and individualization
- Unit 4. Effects On Country's Wealth**
Natural environment and technical resources on international marketers. Indicators of economic wealth. Social and cultural environment Political and legal environment Firms competitive position. Determination of attractive market. World Economy. Electronic Marketing. Impact of management system on strategy implementation. Organizational structures Leadership and planning
- Unit 5. Tools of International Market Research**
Steps of international marketing research projects Interpretation of research results
- Unit 6. Strategic Alternatives International Marketing**
Types of confrontations with competitors Indicators of successful international competition. Consequences of chosen resource allocations. Importance of strategic position
- Unit 7. Market Entry Strategy**
Major decisions Local Positioning Market entry mode. Different forms of International Business Expansion. Product management processes. Product innovation Quality Assurance Brand name. Packaging
- Unit 8. Distribution Channels Marketing Logistics Transportation Modes**
Warehousing decisions and inventory management. Local Initiatives for International Marketing International market communication Integrated international marketing communication international advertising. Sales promotion. Local Initiatives for International Marketing. International advertising. Sales promotion. Pricing strategies. Factors influencing final price Methods of payment and counter trade. International marketing plan. Components of Marketing Plan

Recommended Books/ Reference Material

1. Czinkota, M. R., Ronkainen, I. A., & Cui, A. (2022). *International marketing*. Cengage Learning.
2. Kotabe, M. M., & Helsen, K. (2022). *Global marketing management*. John Wiley & Sons.
3. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
4. Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.). (2022). *Handbook of business-to-business marketing*. Edward Elgar Publishing.
5. Park, S. (2020). *Marketing management* (Vol. 3). Seohee Academy.

10.2.15 Distribution and Channel Management

MS-Management Sciences

Course Code: MKT-715

Credit Hours: 03

Pre-requisite: Nil

Objectives

At the heart of superior marketing practice, there is always a decision. One, for example, has to decide how to price a product, what kind of distribution channels one wants to use, or how to advertise a specific product. In order to reduce complexity and support one alternative from a multitude, analyzing data with qualitative & quantitative research methods, is essential in organizations. Thus, gaining a thorough understanding of instruments that can be implemented and applied to a diversity of marketing settings is the purpose of this course

Learning Outcomes

At the end of this course, students should be able to:

1. Understanding of the particular requirements and standards of channel management.
2. Skills to formulate the appropriate design.
3. Enhance the ability to use scientific thinking and analysis to make intelligent, fact-based decisions for distribution management.

Course Outline

Unit 1. Marketing Channel Concepts

Focus on Channels. The Multi-Channel Challenge. The Marketing Channel Defined. Specialization and Division of Labor

Unit 2. The Channel Participants and The Environment of Marketing Channels

An Overview of the Channel Participants. Producers and Manufacturers. Intermediaries. Facilitating Agencies. The Marketing Channel and the Environment. The Economic Environment. The Competitive Environment. The Sociocultural Environment. The Technological Environment. The Legal Environment

Unit 3. Behavioral Processes and Strategy in Marketing Channels

The Marketing Channel as a Social System. Conflict in the Marketing Channel Power in the Marketing Channel. Role in the Marketing Channel. Communication Process in the Marketing Channel. Marketing Channel Strategy and the Role of Distribution. Channel Strategy and Designing Marketing Channels. Channel Strategy and the Selection of Channel Members. Channel Strategy and Managing the Marketing Channel. Channel Strategy and the Evaluation of Channel

Unit 4. Designing Marketing Channels

Channel Design. Recognizing the Need. Setting and Coordinating Distribution Objectives. Specifying the Distribution. Developing Possible Alternative Channel. Evaluating the Variables Affecting Channel. Choosing the Channel Structure. Selecting the Channel Members. Channel Member Selection and

Channel Design. The Selection Process. Finding Prospective Channel Members. Applying Selection Criteria. Securing the Channel

Unit 5. Target Markets and Channel Design in Distribution

A Framework for Market Analysis. Market Geography and Channel Design Strategy. Market Size and Channel Design Strategy. Market Density and Channel Design Strategy. Market Behavior and Channel Design Strategy

Unit 6. Motivating the Channel Members and Distribution

Finding Out the Needs and Problems of Channel Members Offering Support to Channel Members. Providing Leadership to Motivate Channel Members. Product Issues in Channel Management. New Product Planning and Channel Management. The Product Life Cycle and Channel Management. Strategic Product Management and Channel Management. Trading Down, Trading Up and Channel Management

Unit 7. Pricing Issues in Channel Management

Anatomy of Channel Pricing Structure. Guidelines for Developing Effective Channel Pricing Strategies. Other Issues in Channel Pricing

Unit 8. Promotion through the Marketing Channel and Distribution

Basic Push Promotion Strategies in Marketing Channels. Push Promotion Strategies in Marketing Channels. Evaluating Channel Member Performance. Factors Affecting Scope and Frequency of Evaluations. Performance Evaluation versus Day-to-Day Monitoring. Channel Member Performance Audit

Recommended Books/Reference Material

1. Bendle, N., Farris, P. W., Pfeifer, P., & Reibstein, D. (2020). *Marketing metrics*. FT press.
2. Kotabe, M. M., & Helsen, K. (2022). *Global marketing management*. John Wiley & Sons.
3. Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.). (2022). *Handbook of business-to-business marketing*. Edward Elgar Publishing.
4. Rushton, A., Croucher, P., & Baker, P. (2022). *The handbook of logistics and distribution management: Understanding the supply chain*. Kogan Page Publishers.
5. Waters, D. (2021). *Logistics an Introduction to supply chain management*. Palgrave macmillan.

10.2.16 Special Issues in Service Marketing

MS-Management Sciences

Course Code: MKT-716

Credit Hours: 03

Pre-requisite: Nil

Objectives

Services are ubiquitous. As consumers, we purchase services every day – be they retail banking, using a supermarket or restaurant, a holiday, medical services, transportation, visiting immigration consultants, travel agents or hairdressers (higher education is also a service!). Professional services (of a B2B or B2C nature) are equally prominent and include legal services, financial planning, accountancy, architects, management consultancy, financial services, information technology, market research, and engineering services. Experiential services (tourism, sport, theatre) are also growing. However, it is important to remember that many product-based organizations (e.g., IBM, Federal Express) have a strong service component. This course was developed because for business, in any industry, service provision is a key differentiator. The implications of service provision, and how services are best managed and marketed, are steadily gaining importance. Therefore, students who plan to work in service industries, or the customer service division of manufacturing industries, must be prepared sufficiently to do so. This course aims to help students understand the practical implications of the unique characteristics of services and service provision and to help them cope with the challenges of marketing and managing a service.

Learning Outcomes

At the end of this course, students should be able to:

1. Inform about the best current thinking on services marketing and management, through contemporary readings, current case analysis, and lectures.
2. Sensitize services operations, service quality, and other elements of services which customers and service providers experience.
3. Immerse in the services issues facing a particular service firm.

Course Outline

Unit 1. Introduction to Services Marketing

Features of Services, The Servuction Model, Three-Stage Model of Consumer Behaviour in Services, Environmental Perspectives on the Service Encounter.

Unit 2. Marketing Mix Pricing of Services

Pricing Strategies Applied to Services, Services Specific Issues on Price Discrimination, Cost price for Services, Price Bundling and Cross-Selling. Pricing Managing Capacity and Demand. Positioning services in competitive markets

Unit 3. Marketing Mix I: Communications and Distribution

Setting Communication Strategies for Services, Specific Issues in Communication Strategies, Guidelines for Advertising of Services, Branding &

Promotion of Services, Distribution Channels for Services, Internationalisation of Service Firms, Global Distribution Systems.

Unit 4. Marketing Mix II: Designing Customer Service Processes and Environment

Full-Service Models Versus Restricted Service Models, Flow Charting as a Basic Tool for Understanding & Managing Service Processes, A Theoretical Framework for Understanding the Impact of Service Environments on Customer Behaviour and Satisfaction, Engineering Customer Service Experiences. Service strategies for segmentation, targeting and positioning. Case Study We Can Hear you.

Unit 5. Marketing Mix III: The Service Product and Managing Service Personnel

The Flower of Service, Core and Supplementary Services, Importance of Service Personnel, Selection, Training and Motivation of Service Staff, Internal Marketing to Build and Foster a Customer Service-oriented Culture. Designing and managing service delivery processes and service scope strategies. Developing a service product strategy & the role of customer service. Case Study: Dabbawalas

Unit 6. Marketing Implementation I: Understanding Service Quality

Importance of Quality: The Economics of Customer Retention, The Quality Model: Diagnosing Service Quality Failures, Dimensions of Quality - Relationship between Service Quality, Productivity and Profitability, Effective Membership and Customer Retention Programs. Communicating and promoting services. Customer relationships and loyalty programs. Service failure, complaint behaviour, and service recovery. Case discussion: Cineplex

Unit 7. Marketing Implementation II: Managing Service Quality

Complaint Management, Service Guarantees and Service Recovery, TQM Tools Applicable to Services, Developing & Implementing Effective Customer Feedback Systems, Customer Churn Diagnostics and Retention Programs, CRM Strategies

Unit 8. Marketing Implementation III: Growth Strategies for Service Organizations

Multisite, Multiservice and Multi-Segment Strategies - Risk/Return Consideration. Handling customer complaints and managing service recovery. Crafting the service environment. Understanding costs and developing pricing strategy. Balancing productive capacity and demand. Integrated services marketing communications

Recommended Books/Reference Material

1. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
2. Lucas, R. (2022). *Customer service*. McGraw-Hill US Higher Ed USE.
3. Morrison, A. M. (2022). *Hospitality and travel marketing*. Taylor & Francis.
4. Schlegelmilch, B. B. (2022). *Global marketing strategy*. Springer International Publishing.
5. Wirtz, J., & Lovelock, C. (2021). *Services marketing: People, technology, strategy*. World Scientific.

10.2.17 Consumption and Consumer Culture

MS- Management Sciences

Course Code: MKT 717

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course examines theories of consumption, consumer culture, commodification, shopping, branding, and the construction of social and cultural identity in the context of everyday life. We will investigate practices of consumption at both a theoretical level and in relation to our own practices of consumption, consumer identities, and ethics of consumption. What does it mean to consume things, stuff, food, media, and ideas? What are the affective and emotional aspects of shopping and consumption? How can we be informed consumers? We will consider critical responses to consumer culture, including the resistance and refusal of consumption as well as the attempted mobilization of consumption toward social change as commodity activism.

Learning Outcomes

At the end of this course, students should be able to understand:

- Consumer identity projects: how consumers create and manage their identity through purchase and consumption.
- Marketplace cultures: how consumers connect to each other forming collective structures and movements depending on their consumption activities.
- Mass-mediated marketplace ideologies and consumers' interpretive strategies: how consumers interact with consumption culture in terms of values and ideology.

Course Outline

Unit 1. Making Sense of Consumption

Understanding consumers, Self-awareness, Systems of Exchange, Stages of consumer behaviour: Individuals or Groups, Products / Services / Ideas / Experiences, Acquiring / Consuming / Disposing.

Unit 2. Making Sense of the Commodity

The Circle of Consumption, Patterns of movement, Disposal to acquisition, Disposal to production Disposal to consumption, Production to consumption Acquisition to consumption, Acquisition to disposal.

Unit 3. Making Sense of Shopping

The Cultural System, Ecology, Social Structure, Ideology, Enculturation. Acculturation, Instrumental values, Terminal values, Conspicuous Consumption, Spaces of Consumption: From Department Stores to Big Box Stores, Cultural values and consumer behaviour: Consumer ethnocentrism, Materialism, Sustainability, Myth, Monomyth, Symbol, Ritual, Types of rituals.

Unit 4. Consumer's Motives for Consuming

Spaces of Consumption: Food Culture, Craft Culture, and Post-industrial Consumption, Making Sense of the Brand, Intrapersonal processes, Social Identity, Subcultures of consumption, Characteristics of a sub-culture, Brand Community (Muniz and O'Guinn).

Unit 5. Marketing Communications

Lifecycle of the Commodity, Data Collection and Consumer Tracking, Types of meaning, Typology of consumption practices (Holt), The Movement of Meanings (McCracken), Multiple selves, Role transitions, Intrapersonal processes

Unit 6. How Brands Foster Their Brand Community

Freud's Psychoanalytic Theory, Jung's Psychoanalytic Theory, Jung's Four Main Archetypes, Five Consumer Motives, Consumer Involvement, Different Types of Consumption, Types of Learning Types of Memory, Cognitive Heuristics, Acquisition Mechanisms, Types of Purchases, Consumers as Rational Decision Makers, Buying Decision-Making Process, Gift Giving.

Unit 7. Group

Different Types of Groups, Five Stages of Consumer Development, Forms of Influence on Consumption, Common Influence Tactic, Innovation, Types of Innovations.

Unit 8. Adoption

Adopter Categories, The Adoption Process, Disposition.

Recommended Books/ Reference Material

1. Andersen, R. K. (2020). *Consumer culture and TV programming*. Routledge.
2. Arnould, E. J., Thompson, C. J., Crockett, D., & Weinberger, M. F. (Eds.). (2023). *Consumer culture theory*. SAGE Publications Limited.
3. Belisle, D. (2020). *Purchasing Power: Women and the Rise of Canadian Consumer Culture* (Vol. 50). University of Toronto Press.
4. Berger, A. A. (2020). *Ads, fads, and consumer culture: Advertising's impact on American character and society*. Rowman & Littlefield Publishers.
5. Eriksroed-Burger, M., Hein-Kircher, H., & Malitska, J. (Eds.). (2023). *Consumption and Advertising in Eastern Europe and Russia in the Twentieth Century*. Palgrave Macmillan.

10.2.18 Theories of Marketing

MS- Management Sciences

Course Code: MKT-718

Credit Hours: 03

Pre-requisite: Nil

Objectives

A marketing theory is a set of concepts and principles that attempt to explain or predict how consumers behave and how businesses can most effectively market their products or services to them. Marketing theories can take into account a wide variety of factors, such as consumer psychology, economic conditions, and technological developments. They are often based on research and data, and they can help businesses make strategic decisions about product development, pricing, advertising, and distribution. Some marketing theories are widely accepted and have been tested through many years of research and application, while others are more speculative or untested. There are several basic marketing theories that form the foundation of modern marketing thought. Some of the most widely recognized include:

Learning Outcomes

At the end of this course, students should be able to

- Understand the 7 Ps of Marketing (Product, Price, Place, Promotion, People, Process, Physical Evidence).
- Elaborate The Segmentation, Targeting, and Positioning (STP) Model.
- Learn The Marketing Mix Model, The AIDA Model, and The 5 Cs of Marketing (Company, Customers, Competitors, Collaborators, Climate) and The Marketing Communications Mix (Advertising, Public Relations, Sales Promotion, Personal Selling, Direct Marketing, and Online/Digital Marketing).

Course Outline

Unit 1. Theories Related to 4 Ps and 7Ps and STP (Segmentation, Targeting and Positioning Model) of Marketing

The Four Ps of Marketing. The Positioning Theory. The Rule of Seven. The Product Life Cycle Theory. The Brand Awareness Theory. The Segmentation Theory. The Promotional Mix Model. The Contextual Advertising Model.

Unit 2. Customer and Value

The Value Proposition Theory. The Six Sigma Model. The Sales Funnel Model. The Brand Awareness Curve Model.

Unit 3. Theories Related to AIDA model of Marketing

AIDA Model. The Activation Theory. The Customer Lifetime Value Model. The Cognitive Dissonance Theory. The Heuristic Decision Making Theory. The Theory of Reasoned Action. Technology Acceptance Model. The Word-Of-Mouth Theory. The Theory of Relative Advantage. The Marketing Mix Model.

Unit 4. The 5 Cs of Marketing (Company, Customers, Competitors, Collaborators, Climate)

The Stakeholder Theory, The Hierarchy of Effect Model. The Perceptual Mapping Theory. The Network Externalities Theory. The Value Chain Model. The Social Exchange Theory. The Pareto Principle. The Scarcity Principle. The Customer Relationship Management Theory. Maslow's Hierarchy of Needs Theory. The S-Curve Model. The Customer Journey Theory. The Consumer-Brand Relationship Theory. The Theory of Constraints. The Consumer Adoption Process Model. The Customer Engagement Theory. The Brand Personality Theory. The Social Proof Theory. The Consumer Decision-Making Process Model. The Brand Equity Theory. The Brand Awareness Pyramid Model. The customer retention model.

Unit 5. The Marketing Communications Mix (Advertising, Public Relations, Sales Promotion, Personal Selling, Direct Marketing, and Online/Digital Marketing)

The Push-Pull Strategy. The Diffusion of Innovation Theory. The Consistency Theory. The Prospect Theory. The Brand Equity Theory. The Elaboration Likelihood Model. The Einstellung Effect. The Halo Effect Theory. The Bandwagon Effect Theory. The Communication Adoption Model. The Two-Step Flow Model. The Experiential Marketing Theory. The Technology Adoption Life Cycle Model. The Technology Adoption Model. The Attitude Change Model.

Unit 6. Social Factors in Marketing

The Commonality of Purpose Model. The Risk Perception Theory. The Engagement Theory. The Social Identity Theory, The Theory of Planned Behavior. The Decoy Effect Theory. The Customer Equity Model. The Network Effect Theory. The Consumer Decision Journey Model. The Consumer Buying Behavior Model.

Unit 7. Economic Factors in Marketing

The Utility Maximization Theory. The Theory of Inelastic Demand. The Attention Economy Theory. The Price Discrimination Theory. The Price Elasticity of Demand Model. The Price Skimming Model. The Price Points Theory. The Price Floor Theory. The Value-Based Pricing Model.

Unit 8. Other Inter-Related Concepts in Models of Marketing

The Choice Architecture Model. The Baumol Effect. The Lead User Theory. The Contagion Theory. The Flow theory. The Brand Pyramid Model. The Viral Marketing Theory. The Reach and Frequency Model. The Disruption Theory. The PR Smith Model. The Trigger Events Model. The Theory of Unintended Consequences. The motivation-needs theory. The Preference Reversal Theory. The Perceived Risk Theory. The Theory of Cognitive Dissonance. The Hooked Model. The Loss Aversion Theory. The Elaboration Theory. The Diffusion of Responsibility Theory. The Loyalty Ladder Model.

Recommended Books/ Reference Material

1. Alvarez-Monzoncillo, J. M. (2023). *The Dynamics of Influencer Marketing: A Multidisciplinary Approach* (p. 220). Taylor & Francis.
2. Arnould, E. J., Thompson, C. J., Crockett, D., & Weinberger, M. F. (Eds.). (2023). *Consumer culture theory*. SAGE Publications Limited.
3. Hall, S. (2022). *Innovative B2B marketing: new models, processes and theory*. Kogan Page Publishers.
4. Mahoney, L. M., & Tang, T. (2024). *Strategic social media: From marketing to social change*. John Wiley & Sons.
5. Schlegelmilch, B. B. (2022). *Global marketing strategy*. Springer International Publishing.

10.2.19 Advanced Marketing Research

MS- Management Sciences

Course Code: MKT-719

Credit Hours: 03

Pre-requisite: Nil

Objectives

The objectives of this course are to review new and emerging research methodologies used in marketing and to allow the student to develop a depth of understanding of these approaches, which will permit the student to effectively use them in one's research and evaluate the research done by others. Theory and practice are intertwined to provide students with understanding and experience in key aspects of quantitative market research, including advanced questionnaire design skills, online research methods, data analytics and deriving and communicating insights.

Learning Outcomes

At the end of this course, students should be able to:

- Be able to design a questionnaire based on relevant research (management) objectives.
- Be able to understand and apply key concepts and methods that underpin the marketing research process.
- Be able to analyse, integrate and consolidate different sources of data and information in order to determine relevant business findings and insights, and to communicate these in a clear and effective manner.

Course Outline

Unit 1. Introduction to Marketing Research

Definition and Meaning of Marketing Research. The Roles of Objective in Marketing Research. Business Objective Vs Research Objective. Defining The Marketing Research Problem and Developing an Approach, Research Design. Types of Marketing Research. Objective Characteristics of Objective. Nature of Customer Behavioral Objectives. Categories of Market Research. Objectives The Cognitive Domain. The Affective Domain.

Unit 2. The Planning and Execution of Research

The Purpose of Research Plan. The Specific Aim of the Research Plan. The Background and Significance of the Research Plan. Preliminary Results.

Research Design and Methods. The Design and Development Plan. The Production and Operations Plan. The Marketing Management and Staffing Plan. The Major Risks and Problem Considers When Drawing Up a Research Plan/Constraints.

Unit 3. Forms of Marketing Research

Problem definition/identification of the marketing research problem. Approaches in addressing a research problem. Relational approach. Interrogative approach. Empirical testing approach. Theoretical approach. Distinction between theory and law in marketing research. Problems with symptoms often confused. Combing induction and deduction in marketing research. Differentiating management problem from research problem.

Unit 4. Marketing Management Decision-making and Marketing Research

Strategic Co-Operate Planning Process. SWOT Analysis. Evaluating Value of Marketing Research Information. Quantitative Evaluation of Market Research Information for Marketing Decisions. Qualitative Evaluation of Market Research Information for. Marketing Management Decision.

Unit 5. Marketing Research Brief/ Proposal

Research Objectives. Marketing Research Proposal (A Hypothetical Example). Criteria for Evaluating Marketing Research Request. Ex Post Facto Evaluations. Decision Theory Approach. Decision making process. Application of Decision Making to Marketing Research. Market Decision. Product Decisions. Pricing Decisions. Distribution Decisions. Decision on Promotion Mix. Categories of Marketing Research Design. Descriptive Design. Marketing Survey Research Design.

Unit 6. Exploratory, Descriptive and Explanatory (Causal) Research Design

Idea Exploration. Secondary Data, Qualitative Research. Survey and Observation, Causal Research Design: Experimentation.

Unit 7. Measurement and Scaling

Fundamentals and Comparative Scaling, Non-comparative Scaling Techniques.

Unit 8. Data Analysis

Frequency Distribution, Cross-Tabulation, And Hypothesis Testing, Analysis of Variance and Covariance, Correlation and Regression, Discriminant Analysis, Factor Analysis, Cluster Analysis. The role of Marketing Research Intelligence in Corporate Planning.

Recommended Books/ Reference Material

1. Burns, A. C., & Veeck, A. (2020). *Marketing research*. Pearson.
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
3. Malhotra, N. K. (2020). *Marketing research: an applied prientation*. pearson.
4. Malhotra, N. K., Nunan, D., & Birks, D. F. (2020). *Marketing research*. Pearson UK.
5. Park, S. (2020). *Marketing management (Vol. 3)*. Seohee Academy.

10.2.20 Marketing Metrics

MS- Management Sciences

Course Code: MKT-720

Credit Hours: 03

Pre-requisite: Nil

Objectives

Marketing analytics comprises the processes and technologies that enable marketers to evaluate the success of their marketing initiatives. This is accomplished by measuring performance (e.g. blogging versus social media versus channel distribution). Marketing analytics uses important business metrics such as ROI, Marketing attribution, and overall marketing effectiveness. Marketing decision-making is growing its importance in the business world. More than ever before, organizations are placing greater emphasis on the marketer's ability to evaluate, anticipate, and illustrate the contribution of marketing to organizational performance.

Learning Outcomes

At the end of this course, students should be able to:

- Analyze marketing strategies for developmental processes.
- Evaluate the organizational performance through strategic audit to design effective marketing strategies.
- Develop frameworks and marketing metrics, such as ROI for overall marketing effectiveness.

Course Outline

Unit 1. Basic Principles of Marketing Metrics

Overview of the importance of marketing measurement and the underlying relationships. Orientation to development and application of large-scale experimentation. High-dimensional statistics, applied econometrics and big-data methods to solve marketing problems.

Unit 2. Introduction to Software Related to Marketing Analytics

Big data, IOT, and IOET.

Unit 3. Antiquity of Marketing Practice

Practices of Marketing. How principles evolved. Socio-economic conditions; AURORA Case: Decoding digital sapiens, Noaman Asar.

Unit 4. Marketing Thought and The Marketing Practice

Distinct fields of study and how they intersect at different junctures. HBR: Tech Talk: Creating a Social Media Strategy by Arpan Kumar Kar, & Reema Aswani.

Unit 5. Examining Product, Pricing, Advertising, And Promotion Strategies of Firms

Consumer Decision making, social influence, Attitudes and persuasion Workshop.

Unit 6. HBR

Analytics Empowering Agriculture. Jayalaxmi Agro Tech Purvi Tiwari, Shailaja Grover, Suhruta Kulkarni, & Dinesh Kumar Unnikrishnan, HBR: Pakistani Brands Quantifying the Impact of Marketing Analytics; Social media marketing.

Unit 7. Increasing Portions of Marketing Budgets Devoted to New Digital Platforms

Tools with their integration into traditional ROMI models; Business.com; Tools to track KPIs for your business, BCG Perspectives, no shortcuts - The Road Map Smarter Marketing, AURORA Case: Chasing cars by Mazhar M. Chinoy.

Unit 8. Customer Analytics

Bigbasket- Product Recommendations by Paul Abraham, Manaranjan Pradhan, Lakshminarayanan S. Ganesh Iyer, and Dinesh Kumar Unnikrishnan.

Recommended Books/ Reference Material

1. Bendle, N., Farris, P. W., Pfeifer, P., & Reibstein, D. (2020). *Marketing metrics*. FT press.
2. Hunt, C. S., Mello, J. E., & Deitz, G. D. (2021). *Marketing*. McGraw-Hill.
3. Kucuk, S. U. (2023). *Visualizing marketing: From abstract to intuitive*. Springer Nature.
4. Palmatier, R. W., & Sridhar, S. (2020). *Marketing strategy: Based on first principles and data analytics*. Bloomsbury Publishing.
5. Raj, P., Poongodi, T., Balusamy, B., & Khari, M. (Eds.). (2020). *The internet of things and big data analytics: integrated platforms and industry use cases*. CRC Press.

10.3 Human Resource Management Specialization

10.3.1 Advanced Recruitment and Selection

MS- Management Sciences

Course Code: HRM-701

Credit Hours: 03

Pre-requisite: Nil

Objectives

Develop an understanding of recruitment and selection concepts and the tools to attract and retain the best employees. Also practice the application of concepts and tools in varying environment to make recruitment and selection efficient and effective and value addition for the organization.

Learning Outcomes

At the end of this course, students should be able to:

- Develop an understanding of recruitment and selection concepts.
- Knowledge about tools to attract and retain the best employees.
- Practice the application of concepts and tools in varying environment to make recruitment and selection efficient and effective and value addition for the organization.

Course Outline

Unit 1. Introduction to Recruitment and Selection

Defining needs. Processes of recruitment and selection with their centrality and importance. Introduction to Organizational needs in terms of talent and human capital. Road map for alignment of resources with other value chain activities of the organization. Organizational forecast and futuristic approach with reference to its related or unrelated diversification. Understanding Modern Recruitment. Advances in the field of Recruitment and Selection. How does modern recruitment relate to other HR functions? Recruitment – HR versus Functional Departments. Extensive use of Technology in all stages of Hiring. Planning the various stages. Roles of line managers and recruitment personnel. Capturing and tabulating information. Producing recruitment reports. Internal recruitment sources. External recruitment sources.

Unit 2. Foundations of Recruitment and Selection I: Reliability and Validity

Hiring the right person. Principles of Recruitment. Cost of recruitment and selection, study triple constraints (attracting talent, developing and training) their relationship and flow. Attracting human capital, hiring for attitude and train for skills. Why new employees fail and factors contributing, define low and high-performance organizations, attributes of low and high performers, developing process flow of recruitment and questionnaires, differential situations and experiences. Case study: Microchip. Navigating the recruitment process. Understanding the Recruit, you are Looking for, the key Attributes. Developing a SMART Job Description, Job design, job specification, Creating the Person Specification. Drafting Job Requisition and Job Advertisement. Person-job fit - Job-person fit - Job Characteristics Job Description. Job Design,

Job Specification, Job Enrichment, Job implication, Job rotation. Job Enlargement, Job Evaluation Considering and Selecting the Potential Tools and Techniques to use for a given situation. Constructing the Recruitment and Selection Decision Making Process. Examination of Recruitment Competency Frameworks. Relationship Between Recruitment Data and Development Needs. Reliability and Effectiveness of Recruitment Tools and Techniques. Working with Recruitment Key Performance Indicators

Unit 3. Job Performance Review and Foundations of Recruitment Legal Issues

Discuss Google, McKinsey, Goldman Sachs and Boston consulting unique attractive propositions. Job analysis, design and its purpose, recruitment strategies, types and deployment based on need, internal and external environment, advantages and disadvantages and discrimination. - Work flow analysis. HR Planning. Outline the difference between job analysis and competency modeling. Validity and reliability of assessment methods. Job fit and organizational fit assessment. Assessment centers. Reasons interviews are not enough. Improving the reliability of interviews

Unit 4. Application Process and Scrutiny of Employees Recruitment

Recruitment Planning. Adopting a “talent culture”. Aligning our people requirements to business strategy. The importance of creating a recruitment plan. Recruitment and becoming an Employer of Choice. Utilizing employee branding. The recruitment process and the role of HR and managers. Job descriptions, job analysis, and establishing the package. Workforce planning. Recruiting and selecting employees. Recruitment techniques. Sources of recruitment. Methods of recruitment. Placement Recruiting pyramid, stages of recruitment, budget over runs and time lines. HR dilemma, employee referrals. Difference between recruiting, selection and placement. Costs and benefits. Internal versus external recruitment effectiveness. Effectiveness and efficiency measures. The main KPIs for measuring the recruitment function. Applicant response ratios. Qualified application ratios. Yield rates. Time to fill and time to join. Offer acceptance ratio

Unit 5. The Selection Process, Testing, Ability Tests, And Personality Assessment

Selection and post selection strategies Selection tests, questions, interviews, types of interviews, verification, decision making and ROI of the human capital investment, cost, time, quality, longevity and legal liabilities. Performance tests, assessment centers, Integrity testing, drug testing, graphology, psychological tests, assessment centers, simulation tests, aptitude tests, structures and unstructured interviews Reliability and validity of testing. Strategies for selection decision making. Selection techniques & psychometric analysis. Working with Modern Selection Techniques. Key Types of Interview – Strengths and Weaknesses. Common Assumptions and Mistakes. Interviewing in Practice – Fortune 500 Examples. Examining the Data to make Informed Decisions. How to Remove Bias and Ensure Fairness? Using Psychometric Analysis & Assessment. Examination and discussion on the Commonly used Instruments – OPQ32, Motivation Questionnaire, Graduate & Management Assessment Series. Reviews of Various Psychometric tests to ensure ‘currency’ of candidate. Other assessment techniques. Competency-based interviewing and psychometric testing. Conducting background checks for final candidates. Completing the recruitment process, references,

employment contracts, administration, etc. The hiring mistakes. Moving from induction to 'onboarding'. How to make an impact on your new employees? Effective management of the probation period. Metrics

Unit 6. Interviewing Techniques and Staffing

Importance of information and data capture. Separating fact from fiction. Avoiding 'diplomatic' or 'politically correct' answers. Probing and funneling. Producing interview reports. Objective versus subjective reports. Translating reports to numbers. The use of competency levels in interview reports. Post interview steps. offer and regret letters. Final selection, equal opportunity in selection and employment, evaluating recruitment & selection process, major strategic issues (formulation of business strategy or buy-make decision), study different approaches. How to design job offer, components of offer, payroll, benefits and other emoluments. Negotiations and making final offer of employment

Unit 7. Testing, Measurement Though Indicators and Use of Technology

Orientation, Training and development of employees, management development programs and skill measurement analysis Feedback to candidates (unsuccessful), data and record keeping, content management and evaluate the quality of the entire selection and recruitment process. Use of technology such as Oracle ERP HRMS systems, Core HR functions, Payroll automation, leave management, performance management, self-service and succession planning. Working with assessment centres. Examination of online tools and techniques. Constructing an assessment centre. Developing the right level of resources. Tracking the on-going development of staff. Measuring and auditing recruitment & assessment results. The rules of attraction. Effective advertising. Use of online recruitment and developing an online recruitment strategy. Utilizing your company website and social media channels in recruitment and branding. Social media. Using LinkedIn. Effective headhunting and search agencies. Working with recruiters. Sourcing from alternatives

Unit 8. Legal Issues and Legislatives for Recruitment, And Equal Employment Opportunities.

Relevant legislation, policies, key legal concerns and concepts in Pakistan. Fairness and objectivity issues. Why CVs and résumés are unfair. Fair interview formats and structures. Standardized interview guides. Timings and venues

Recommended Books/ Reference Material

1. Dobbin, F., & Kalev, A. (2022). *Getting to diversity: What works and what doesn't*. Harvard University Press.
2. Goldstein, H. W., Pulakos, E. D., Semedo, C., & Passmore, J. (2020). *The Wiley Blackwell handbook of the psychology of recruitment, selection and employee retention*. John Wiley & Sons.
3. Heneman, H. G., Judge, T. A., & Kammeyer-Mueller, J. D. (2021). *Staffing organizations*. McGraw-Hill.
4. Phillips, J. (2022). *Strategic staffing*. SAGE Publications.
5. Storey, J., Ulrich, D., & Wright, P. M. (2019). *Strategic human resource management: A research overview*. Routledge.

10.3.2 Leadership and Motivational Techniques

MS- Management Sciences

Course Code: HRM-702

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is focused on the study of fundamental concepts, theories, and models of leadership and motivation. Selected topics include: trait and behavioral theories of leadership, charismatic and transformational leadership, power and influence, emotions and justice perceptions in motivation, expectancy and equity theories. In exploring leader effectiveness, several different perspectives will be utilized, including follower, leader, and observer. Motivation will be explored in a number of contexts, specifically personal motivation and motivation of others. This course is going to require students to utilize skills that are necessary for effective leadership including self-awareness, interpersonal skills, presentation skills, organization and time management, and critical thinking.

Learning Outcomes

At the end of this course, students should be able to:

- Recognize and describe the role of leaders in business and other types of organizations
- Differentiate between leaders and managers
- Identify the relevant contingencies which influence leader effectiveness
- Describe the determinants of leader development

Course Outline

Unit 1. Introduction to Motivation

Definition of Motivation; Motivating Others; Work related aspects of Motivation: Extrinsic and intrinsic aspects of motivation, Factors affecting Motivation in the Business World; Self-Assessment Questionnaire and Case Studies. Introduction. Definition and the leadership Grid. Leadership theories, styles and Models Collaborative leadership. Transitional leadership. Visionary leadership. Situational leadership.

Unit 2. Power and Leadership

Introduction, Definition of power, Difference among Power, Authority and Influence Sources of Power Bases of Power in the organization, Application of Contingency model of power based on French and Raven's and Kelman Theory, Power Tactics used in Organization Individual and Intergroup Strategies, Situational Influences, Intergroup Power Tactics Self-Assessment Questionnaires and Case Study. Leading & Direction (goal setting, supervision, inspiring, learning, powering and relationships, planning with the Shewhart Cycle, problem solving)

Unit 3. Organizational Politics and Leadership

Organizational Politics-The Political Sub system, Pfeiffer rational versus Political model of Organization. Controlling Political Behavior in Organizations, Self-Assessment Questionnaires and Case Study

Unit 4. Leadership and Management

What is leadership; Importance of Leadership. Difference between Leadership and Management. Introduction to: Servant and Spiritual leadership. Authentic and Ethical Leadership. Charismatic and transformational Leadership. Self-Assessment Questionnaires and Case Study. Organizational Behavior (elements, models, Organization Development, action learning). Motivation & leadership (drive, counseling, value-based self-governance, performance)

Unit 5. Introduction to Leadership Theories

Discussion on different Leadership Theories-Great Man Theory, Trait Theory, Behavioral Theory, Contingency Theory, Situational theory. Hygiene theory, ERG theory, Expectancy theory. Leadership Models (Four framework Approach and the Managerial Grid). Leadership Styles (authoritarian, participative, delegative, forces), visionary, charismatic, transformational leadership

Unit 6. Beyond the Theory

The dark side of leadership. Self-Assessment Questionnaire and Case Studies. Character & traits in leadership (traits, attributes, principles) diversity (diversity continuum) Time Management (planning, big picture)

Unit 7. Diversity and Leadership and Mentoring

Introduction, What Exactly Does Diversity Include? Why Must We Embrace Diversity? What is Human Resource Development Role in Diversity? Why Does Culture Matter? What Diversity Goals Does an Organization Need? Mentoring (types of mentoring, finding a mentor, development, creating a mentorship program) Presentations (preparing for, voice, body, nerves)

Unit 8. Authentic Leadership and Team

Definition of Authentic leadership, Historical basis of authentic leader, Characteristics of Authentic Leader, Model of Authentic leadership, how does Authentic Leadership work? Strengths, Criticisms, Applications. Team Leadership Model (Hills Team Model, interventions) Growing A Team (teamwork, team leadership) Matrix Teams (cross-functional teams, forming, storming, norming, performing). Leadership lessons

Recommended Books/ Reference Material

1. Belbin, R. M., & Brown, V. (2022). *Team roles at work*. Routledge.
2. Bolden, R., Hawkins, B., & Gosling, J. (2023). *Exploring Leadership 2e*. Oxford University Press.
3. Brent, M., & Dent, F. E. (2017). *The leadership of teams: How to develop and inspire high-performance teamwork*. Bloomsbury Publishing
4. Cardona, P., & Rey, C. (2022). *Management by Missions: Connecting People to Strategy through Purpose* (p. 156). Springer Nature.

5. Hawkins, P. (2021). *Leadership team coaching: Developing collective transformational leadership*. Kogan Page Publishers.
6. Kouzes, J. M., & Posner, B. Z. (2023). *The leadership challenge workbook*. John Wiley & Sons.
7. Lee, M. R. (2021). *Leading virtual project teams: Adapting leadership theories and communications techniques to 21st century organizations*. CRC press.

10.3.3 Compensation Structure Development

MS- Management Sciences

Course Code: HRM-703

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

Learning Outcomes

After studying this course, the student will be able to understand:

- Understand the basic concepts of compensation, modern compensation management and high-performance teams
- Learn modern compensation management philosophy and advanced ideas of high-performance team building, and related theories
- Develop skills about how to design fixed compensation, performance compensation, bonuses, welfares, and high-performance teams.

Course Outline

Unit 1. The Reward System and Job Analysis

Reward system: compensation & non compensation dimension, system for non-compensation. Job analysis Planning a job analysis program, Collection and description of job data, designing of custom made job analysis questionnaire, Guidelines for conducting a job analysis interview

Unit 2. Job Description

Broad, generic job (class descriptions versus Narrow, specific job (Position) descriptions, A job contract, Planning, operations and control, elements of the job description, Job summary, other ways of describing job facts

Unit 3. Job Evaluation

Job requirements and pay, whole job ranking, position classification Predetermined Grading Approach, a market pricing approach, a maturity curve method, Development and use of compensable factors, Weighting and rating of compensable factors

Unit 4. Designing A Base Pay Structure

Pay structure architecture, determining a pay policy line, the need for more than one pay structure, displaying job data, identifying lowest and highest rates of pay, developing pay grades, single rate pay grade, two tier wage plan,

multiple point pay structure, range or spread dimension, pay grade width, determining pay grade minimum and minimum rates of pay, internal design consideration, spread of range and steps, pay grade overlap, broad banding

Unit 5. Measuring and Paying for Performance

Merit pay, performance appraisal: cost- effectiveness analysis, designing a job content-based performance appraisal program, Rating scale design and development, performance standards, maintaining an employee documentation File

Unit 6. Point Factor Method of Job Evaluation

Combining point factor and factor comparison methods, job evaluation committee, Using FES to determine job worth, Factor evaluation system position evaluation statements

Unit 7. Short Term Incentives and Long Term Incentives

Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short term incentives, Scanlon plan, Lincoln's incentive system. Designing a long term incentive and deferred compensation plan, Qualified deferred compensation arrangement, Social security, retirement plan, pension plans, profit sharing plan, stock bonus plan, ESOP, employer benefits and employer costs for ESOP, Individual retirement account, Savings incentive match plan for employees

Unit 8. Difference in The Compensation Plans of the Public and Private Sector, Ethics in Performance Measurement

Public sector, Private sector, Performance and Compensation Counseling Performance monitoring. Performance management in international context. Compensation and Job evaluation. Architecture of compensation management. Compensation for flexible workforce. Legal framework for compensation system. International payment system. Behavioral dimensions of compensation management

Recommended Books/ Reference Material

1. Bispham, T. (2023). *The Principles of Equity*. BoD–Books on Demand.
2. Calder, K. E. (2021). *Crisis and compensation: Public policy and political stability in Japan*. Princeton University Press.
3. Gilbert, R. P., & Humphreys Jr, R. L. (2022). *Maryland Workers' Compensation Handbook 4th Edition*. LexisNexis.
4. Goel, D. (2023). *Performance appraisal and compensation management: A modern approach*. PHI Learning Pvt. Ltd.
5. Sirkin, M. S., & Cagney, L. K. (2023). *Executive compensation*. Law Journal Press.

10.3.4 Advanced Performance Management

MS- Management Sciences

Course Code: HRM-704

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course is design to enhance students understanding about theoretical and conceptual dimensions of performance management with focus on strategic dimensions of performance management, alignment of implementation with external and internal environment, contemporary models of performance management and interventions to enhance and manage performance in the organization.

Learning Outcomes

At the end of this course, students should be able to:

- Understand the dynamics of performance management.
- Analyze the process frame work of performance management.
- Critically examine the prevalent interventions to improve performance.

Course Outline

Unit 1. Performance Management

Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management, Distinction between Performance Appraisal and Performance Management, Objectives and Principles of PMS, Challenges of PMS. Strategies for effective implementation of PMS.

Unit 2. Performance Management Cycle

Performance Management Cycle (Four Phase). Performance Planning: Objectives, Importance, Process. Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance Monitoring Performance Developing: Performance Coaching and Counselling. Performance Measurement & Reward: Performance Measurement (360 Degree, Assessment Center, Competency Mapping/Modeling, Balance Score Card and HR Audit), Linking performance and reward.

Unit 3. Issues and Challenges in Performance Appraisal

Documentation of performance appraisal, Methods of Performance appraisal, Traditional methods, modern methods with advantages and disadvantages of each. Appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal.

Unit 4. Organizational Uses of Performance

Appraisal Methods of Appraisal. Shift from Performance Appraisal to Potential. Appraisal. Appraisal Interview and Follow up

- Unit 5. Ethical and Legal Considerations in Performance Management**
Identifying the ethical and legal considerations for performance management as well as the point at which a performance management system allows illegal discrimination.
- Unit 6. Comparative Performance Management Systems**
Developing comparative performance measurement systems such as simple rank order, alternation rank order, paired comparisons, relative percentile and forced distribution (being aware of the relative advantages and disadvantages of each).
- Unit 7. Critical Skills for Managers in Performance Management**
Discovering and identifying the critical skills managers need to manage the performance of their employees effectively, including skills regarding coaching, giving feedback and conducting performance review meetings. Understanding how the manager's personality and behavioral preferences determine his or her coaching style. Designing a contingent pay plan, taking into account key variables such as the organization's culture and strategic business objectives.
- Unit 8. Individual Performance and Team Performance Management**
Designing performance management systems that focus on individual performance, an individual performance that contributes to team performance. Discussing the importance of prerequisites needed before a performance management system is implemented, including knowledge of the organizations' mission and strategic goals and understanding of the positions within the organization. Developing a performance management system that includes both task and contextual performance dimensions.

Recommended Books/ Reference Material

1. Aguinis, H. (2023). *Performance management*. SAGE Publications.
2. Armstrong, M. (2022). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Performance Leadership*. Kogan Page Publishers.
3. Goel, D. (2023). *Performance appraisal and compensation management: A modern approach*. PHI Learning Pvt. Ltd.
4. Varma, A., Budhwar, P. S., & DeNisi, A. (Eds.). (2023). *Performance management systems: A global perspective*. Taylor & Francis.
5. Weiss, T., & Hartle, F. (2023). *Reengineering performance management breakthroughs in achieving strategy through people*. CRC Press.

10.3.5 Advanced Training and Development

MS- Management Sciences

Course Code: HRM-705

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

Learning Outcomes

At the end of this course, students should be able to:

- Explain the role of training and development in human resources management.
- Analyze the training needs of an organization.
- Describe the psychology of the learning process on which training is based.

Course Outline

- Unit 1. Introduction to Training and Development**
Definition of training and development - Training Process Model. Learning and Performance Relation - Key Concepts in Training and Development
- Unit 2. Organization and Management of Training Function and Training Needs Assessment**
Designing Training Program - Organizational Set-Up for training - Evaluation of trainings - Essentials of Good training, Understanding Training Needs - Scope of training needs - Importance of identifying training needs - Training Need Matrix
- Unit 3. Learning Process and Facilities Planning and Training Aids**
Correlating training needs with the strategic goals of the firm B. Conducting an analysis to determine current talent's skills & capabilities of the employees. Motivation. Organizational Learning and Development Needs. Understanding the Organizational Training / Development Cycle. The Role of Competencies in Organisation Development. Competency Frameworks, Measurement, and Assessment. Talent Management Systems and Procedures. OCR and Succession Planning. How to become Trainer, tools, strategies Ice breaking, Costing Training and measuring Return on investment Assignment V Techniques and strategy used to quantify the benefits of Training and Development
- Unit 4. The Needs Analysis Process**
Conducting a Training / Learning Needs Analysis (TNA). Correlating training needs with the strategic goals of the firm B. Conducting an analysis to determine current talent's skills & capabilities of the employees. Motivation. Training design Selecting the best training method B. Determining who should be involved in training. Establishing Effective Training in Your Organization,

Training investment or cost Training mission, objectives, Policies, Procedures. Project Discussion and Grouping. The Manager as Trainer & Developer, Management Development Programs and Techniques

Unit 5. Training Methods and Techniques and Training Evaluation

Types of training - Methods of training - Choosing the right method of training, Implementing Training - Training Effectiveness - Training evaluation techniques - Barriers to Evaluation. Training Approaches, employee development methods Organizational Development, approaches and methods of OD

Unit 6. Training Methods, Implementation and Delivery Training Evaluation, Programs and Outcome Metrics (ROI), COST Benefit Analysis

Selecting the best training method Determining who should be involved in training Transfer of training Ensuring the Success of a Training Program A. Evaluation of the training. Reinforcement of competencies taught during training. Assessment of the effects of training Evaluation Models: Levels and ROI. Kirkpatrick model of training. Why clear and measurable learning objectives matter? Understanding and Applying Cost-benefit Analysis How to Measure Training Return-On-Investment (ROI). Defining Measurement Parameters and Metrics. Measuring Intangible Impacts: Cultural, Social

Unit 7. Training and Development and Career Progression

How training and development relate to the employee's current position? How training and development relate to the employee's progression throughout the firm? Costs and benefits Training trends & best practices. Employee orientation; Skills and technical training. Performance management & coaching, Employee counseling. Career management and development. Management development. Designing effective HRD programs Implementing HRD Programs. Evaluating HRD Programs

Unit 8. Organization Development and Change

Change Management, personality development, Training impact, change in policies of organizations towards better. The Business Case for Training, Learning and Development. Key Factors for Powerful Business Communication. Preparing the Business Case for an Investment in Training. Presenting the Business Case to Key Stakeholders. Personal Action Planning. Promoting Training in Your Organization. skills necessary to promote Training Marketing Training. Developing Post Training Evaluation Strategy Developing Evaluation Questionnaire. Transfer of Training to workplace

Recommended Books/ Reference Material

1. Arnold, W., & McClure, L. (2023). Communication training and development.
2. Blanchard, P. N., & Thacker, J. W. (2023). *Effective training: Systems, strategies, and practices*. SAGE Publications.
3. Carliner, S. (2023). *Informal learning basics*. American Society for Training and Development.
4. Goldstein, A. P., & Michaels, G. Y. (2021). *Empathy: Development, training, and consequences*. Routledge.

5. McDonald, K. S., & Hite, L. M. (2023). *Career development: A human resource development perspective*. Taylor & Francis.

10.3.6 Employees Discipline

MS- Management Sciences

Course Code: HRM-706

Credit Hours: 03

Pre-requisite: Nil

Objectives

An effective discipline program is beneficial to both the employer and employee. It helps employees correct any shortcomings with the goal of becoming a valuable, contributing member of the workforce. In this course students will study about documentation created as a result of the discipline process and how those documents can help to protect an employer in the event that a termination or other adverse employment decision becomes necessary. It is useful to view the matter of discipline as having several components: issues that must be addressed before administering discipline; methods of disciplining, including progressive discipline; how to provide employees with an opportunity to respond to discipline, such as a grievance program; and laws relevant to termination.

Learning Outcomes

At the end of this course, students should be able to:

- Understand the disciplinary issues
- Understand the documentation process
- Understand the impact of employee discipline management

Course Outline

- Unit 1. Introduction and Pre-Discipline Issues**
What is and is not permitted in the workplace; how to discipline with fairness; and how to properly conduct an investigation into allegations of employee wrongdoing.
- Unit 2. Concept of Employment as Distinguished from Independent Contracting**
The Requirement of Control. Contracting for Results. Employee Conduct and Work Rules Policy
- Unit 3. Kinds of Employment**
As to the Nature of Work. As to the Status. Special Employment Arrangements. The Legal Aspects of Employment
- Unit 4. The Concept of Security of Tenure**
Constitutional Guarantee. Statutory Guideline. The Basic Causes for Terminating Regular Employment (The Just, Authorizes and Illustrative Causes)
- Unit 5. Compliance with Due Process for Just Cause Dismissal**
Types of Misconduct. The Required Procedure of Notice and Hearing. The Administrative Investigation. The Notice of Decision/Dismissal.

- Unit 6. The Requirements for Authorized Cause Separations**
The Implicit Requirement of a Valid Exercise of Mgt. Prerogative: Business Reason and Good Faith. The Importance of Selection Criteria. 30-day Notices to the DOLE and the Employee. Separation Pay
- Unit 7. The Other Means to effect Employment Termination**
The Concept of Illegal Dismissal. The Concept of Constructive Dismissal. Adjudicating Illegal Dismissal Complaints. Establishing a workplace code of conduct. Progressive Disciplined Policy.
- Unit 8. Grievance Program**
Alternative Dispute Resolution. Mediation. Arbitration

Recommended Books/ Reference Material

1. Brooks, L. J., & Dunn, P. (2020). *Business and professional ethics*. Cengage Learning.
2. Johnson, C. E. (2020). *Organizational ethics: A practical approach*. SAGE Publications, Incorporated.
3. Selznick, P. (2020). *Law, society, and industrial justice* (Vol. 30). Quid Pro Books.
4. Spector, P. E. (2021). *Industrial and organizational psychology: Research and practice*. John Wiley & Sons.
5. Trevino, L. K., & Nelson, K. A. (2021). *Managing business ethics: Straight talk about how to do it right*. John Wiley & Sons.

10.3.7 Research Seminar in International Management

MS- Management Sciences

Course Code: HRM-707

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course will consider latest research papers on the topics of international management to explore latest trends in international management. The course will be in the seminar form. The students will discuss the studied articles with the instructor and will share innovative ideas to explore through research. The is course will be more student oriented, as it will give more chance to students to present, discuss and summaries the studies content,

Learning Outcomes

- Understands the new research trends in international management.
- Understands the latest research methodologies to conduct research.
- Aware of new theories and concepts.

Course Outline

- Unit 1. An Overview of Internationalization Theories Required Readings:**
1. Johanson, J. and Vahlne, J.-E. 1977. The internationalization Process of the firm - A model of knowledge development and increasing foreign market commitment. *Journal of International Business Studies* (Spring/Summer): 23-32.
 2. Dunning, J. 1988. The eclectic paradigm of international production: A

restatement and some possible extensions. *Journal of International Business Studies*. 19: 1-31

Unit 2. Theories of Multinational Enterprise

1. Rugman, A. M. (1986). New theories of the multinational enterprise: An assessment of internalization theory. *Bulletin of Economic Research*, 38(2), 101. 2. Kogut, B. and Zander, U. 1993. 'Knowledge of the firm and the evolutionary theory of the multinational corporation', *Journal of International Business Studies*, 4: 625–645.

Unit 3. Doing International Management Research

1. Easterby Smith, Mark and Danusia Malina. 1999. Cross-cultural collaborative research: Toward reflexivity. *Academy of Management Journal*, 42(1): 76-86. 2. Wright, Lorna L. 2004. The need for international qualitative research. In B. J. Punnett and O. Shenkar (2nd ed.) *Handbook for International management*

Unit 4. Globalization, Convergence/Divergence and Crossvergence Perspectives

Ralston, D. A., Holt, D. H., Terpstra, R. H., & Yu, K. -C. 1997. The impact of national culture and economic ideology on managerial work values: A study of the United States, Russia, Japan, and China. *Journal of International Business Studies*, 28(1): 177–207. Spicer, Andre. 2006. Beyond the Convergence-Divergence Debate: The Role of Spatial Scales in Transforming Organizational Logic. *Organization Studies*, 27(10): 1467-1483

Unit 5. Institutional Theory and International Management

Orr, Ryan J. and W. Richard Scott. 2008. Institutional exceptions on global projects: a process model. *Journal of International Business Studies: Part Special Issue: Institutions and International Business*, 39(4): 562-588. 4. Kostova, T.; Kendall, R. and Dacin, M. T. 2008. Institutional theory in the study of multinational corporations: A critique and new directions. *Academy of Management Review*, 33(4): 994-1006.

Unit 6. International Strategies

1. Porter, M., 1986. Competition in global industries: A conceptual framework, in Michael Porter (ed.), *Competition in Global Industries*. Boston: HBS Press, 15- 60. 2. Ghoshal, Sumantra. 1987. Global strategies: An organizing framework. *Strategic Management Journal*, 8, 425-440.

Unit 7. Entry Strategies and Local/Global Concerns and Application of Management Theories Required Readings:

1. Inkpen, Andrew & Paul Beamish. 1997. Knowledge, bargaining power, and the instability of international joint ventures. *Academy of Management Review*, 22 (1), 177-202. 2. Madhok, A. 1997. Cost, value, and foreign market entry mode: The transaction and the firm. *Strategic Management Journal*. 18: 39-6. 3. Jack, G., Zhu, Y., Barney, J., Brannen, M. Y., Prichard, C., Singh, K., & Whetten, D. (2013). Refining, reinforcing and reimagining universal and indigenous theory development in international management. *Journal of Management Inquiry*, 22(2), 148.

Unit 8. Internationalization of SMEs and The future of Research in International Management

1. Oviatt, B. M., & McDougall, P. P. (1994). Toward a theory of international new ventures. *Journal of International Business Studies*, 25(1), 45-64.
2. Coviello, N. E. (2006). The network dynamics of international new ventures. *Journal of International Business Studies*, 37(5), 713-731.
- Gligor, D. M., Esmark, C. L., & Gölgeci, I. (2016). Building international business theory: A grounded theory approach. *Journal of International Business Studies*, 47(1), 93-111.

Recommended Books/ Reference Material

1. Marinov, M. A., & Marinova, S. T. (Eds.). (2020). *Covid-19 and international business: Change of era*. Routledge.
2. Martin, L. (Ed.). (2021). *International business development: A concise textbook focusing on international B-to-B contexts*. Springer Nature.
3. Stanwick, P., & Stanwick, S. (2020). *International Management: A Stakeholder Approach*. Edward Elgar Publishing.
4. Steers, R. M., Osland, J. S., & Sz kudlarek, B. (2023). *Management across cultures: Challenges, strategies, and skills*. Cambridge University Press.
5. Tate, W. L., Ellram, L. M., & Bals, L. (Eds.). (2022). *Handbook of Theories for Purchasing, Supply Chain and Management Research*. Edward Elgar Publishing.

10.3.8 Organizational Development and Analysis

MS- Management Sciences

Course Code: HRM-708

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course treats the contemporary theory and practice in the area of organizational development and analysis of all functions associated with it. Through its primary focus is on Pakistani organizations, it offers insights and applications pertinent to organizations around the globe. The course examines the organizational development process, including intervention strategies and the role of organizational development in creating the changes that improve individuals, teams and organizations. The course also emphasizes on the effectiveness and importance of analyzing all OD interventions and covers major organizational development concepts, major contributors, events and theories that are the foundation of modern management practices.

Learning Outcomes

At the end of this course, students should be able to:

- Correctly use concepts related to organization development.
- Analyze facts, recognize organizational culture, effectiveness, and issues related to organization diagnosis, and apply applicable theory as it relates to organizational development.
- Develop an organization development diagnosis instrument.

Course Outline

Unit 1. Introduction to organizations

Concept and Characteristics of organizations, Organizational Behaviour - Context and concept - levels of organizations - formal and informal organizations, Theories of organizations Nature of organizational theory - classical theories - features of Bureaucracy - administrative theory and Scientific management - Neo-classical theories - the human relations movement - modern theory. Historical stems of OD difference between OD and other Organizational programs. stages of OD

Unit 2. Systems approach to study organization needs and motives

Attitude, values and ethical behaviour - alienation and work - work motivation communication and interpersonal behaviour - organization communication - leadership behaviour - decision making, problem solving techniques - organizational climate - change proneness and resistance to change, Organizational change, Organizational structure - Process in organizing - Dimension of Motivation Climate.

Unit 3. Departmentalization

Span of Management - Delegation of authority - Centralization and decentralization - line and staff organization - functional organization - divisionalisation - Project organization - Matrix organization - free form organization - top management structure.

Unit 4. Individual behaviour in organization.

Fundamentals of Human relations and organizational behaviour, Groups and teams - Organisational culture and performance. Dynamics of Organization behaviour - leadership conflict situations and inter group behavior- Organisational Development - Factors effecting organization effectiveness. Creativity, leadership, motivation and organization development.

Unit 5. The Organizational Culture and Organizational development

Models of planned change. Comparison of Planned change models. OD practitioner style and OD client-practitioner models. Entering and contracting: Relationships, Developing contracts, elements of proposal

Unit 6. Diagnosing organizations, groups and jobs, and analysis

Need, Open system model, Organizational level diagnosis, Case study entering and contracting. Diagnosing groups and jobs: Group level diagnosis, Individual level diagnosis, Collecting and analyzing diagnostic information: Methods for collecting data, Sampling Techniques for analyzing data. Feeding back diagnostic information: Determining the content and Characteristics

Unit 7. Designing Interventions

Development, Implementation, Case Study. Individual, interpersonal and group process approaches, Training and development, third party interventions, Team building. Case Study. Organizational process approach: Intergroup relations interventions, Large group interventions. Evaluating and Institutionalizing Interventions: Models and Evaluation issues, Institutionalization issues Case Study. Interventions Discussed: Human Process interventions, Human Resource interventions, Case Study. Techno structural interventions, Strategic interventions

Recommended Books/ Reference Material

1. Bratton, J. (2020). *Work and organizational behaviour*. Red Globe Press
2. . Burke, W. W. (2022). Organization development. In *Oxford Research Encyclopedia of Psychology*.
3. Cheese, P. (2021). *The New World of Work: Shaping a Future that Helps People, Organizations and Our Societies to Thrive*. Kogan Page Publishers.
4. Lussier, R. N., & Achua, C. F. (2022). *Leadership: Theory, application, & skill development*. Sage Publications.
5. Shani, A. B., & Noumair, D. A. (Eds.). (2021). *Research in organizational change and development*. Emerald Publishing Limited.

10.3.9 Global Governance in HR

MS- Management Sciences

Course Code: HRM-709

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course explores the question, how to achieve institutional effectiveness (IE) through global governance (GG) in Human Resource (HR). Class sessions will consist of lectures, discussions, and research exercises. Students will become acquainted with the major theories, approaches, methods, and major figures in the field. They will be facilitated to explore and apply methods and frameworks of governance in HR aiming at higher institutional effectiveness.

Learning Outcomes

At the end of this course, students should be able to:

- Demonstrate their understating related with theories, models, and frameworks
- Practices of governance in HR
- Design frameworks and models for enhancing IE through GG in HR

Course Outline

- Unit 1. Drivers of the Internationalization of Business**
Growth and spread of internationalization. Describe the different settings of international human resource management. Development of international human resource management
- Unit 2. Development of SIHRM and The Process of International Strategic Management**
Describe the evolution of the MNE in terms of various stages of internationalization and the methods firms use to enter international markets → Describe the process for developing MNE strategy and IHRM strategy and the relationship between the two
- Unit 3. Concept of Culture**
Explain the importance of culture in IB. Describe the basic research findings of Hofstede and Trompenaars
- Unit 4. Major Legal Systems and Their Key Differences**
Describe international labor law and standards and explain their impacts. List and describe the goals of the various international trade agreements
- Unit 5. Institutional Effectiveness and Governance**
Global Governance in HR, Why Governance matters in HR. Strategy / Capability / Organization Assessment, Distribution of Global and local activities within a Firm. Global Regulation
- Unit 6. Global Enterprise System**
Being Global and HR regulations EEO. Global Staffing, Selection and assessments, Attracting and engaging international managers. Developing Global Executives. Managing Global Managers, International HR careers
- Unit 7. HR Manager as Global Business Partner**
HR audit, Policies and practices to conduct audit. HR strategy in global perspectives
- Unit 8. Integration of Policies Regarding HR in Governance**
Integrate existing employment laws and regulations, ethical standards, CSR, and corporate governance into IHRM policies and practices

Recommended Books/ Reference Material

1. Cvenkel, N. (2020). *Well-being in the workplace: governance and sustainability insights to promote workplace health*. Springer Nature.

2. Dieppe, A. (Ed.). (2021). *Global productivity: Trends, drivers, and policies*. World Bank Publications.
3. Pucik, V., Björkman, I., Evans, P., & Stahl, G. K. (2023). *The Global Challenge: Managing People Across Borders*. Edward Elgar Publishing.
4. Rueckert, Y. (2023). *Employment Relations and Global Governance: The Dialogue between the Global Unions and the IFIs*. Routledge.
5. Shaddiq, S., & Irpan, M. (2023). Governance of Human Resources Management in the Digital Era. *Journal of Business and Management Studies*, 5(3), 80-96.

10.3.10 Occupational Health and Safety

MS- Management Sciences

Course Code: HRM-710

Credit Hours: 03

Pre-requisite: Nil

Objectives

The focus of this course is to introduce students to the broad field of occupational health & safety management, under the conceptual framework of a healthy workplace. Students will learn about hazard recognition, assessment and control techniques (physical, chemical, biological, ergonomic, and psychosocial), in the context of federal and provincial occupational health and safety legislation. Current issues in and Environment are discussed. The overall goal is to provide, in a relatively non-technical manner, an approach to OHS that is applicable to students in human resources, as well as those seeking careers other areas such as business or health & safety management

Learning Outcomes

1. Recognize, assess and control physical, chemical, biological, ergonomic and psychosocial hazards, with a focus on tools such as Job Safety Analysis, Risk Assessment and Accident Investigation.
2. Describe the role of Occupational Health and Safety management in meeting the needs of various stakeholders internal and external to the work-environment.
3. Use appropriate management strategies in workplace Health, Safety and Wellness.

Course Outline

Unit 1. Introduction to Workplace Health and Safety Concepts

Definitions, history, costs, stakeholders, concept of source, path and human control methods and models of Workplace Health and Safety management Health and safety management and administration. Health and Safety at Work Act (HASAWA) 1974. Components and elements of a health and safety at work Act. Health and safety responsibilities

Unit 2. Occupational Health and Safety Program

What is an OH&S program? Policy statement and program elements. Individual OH&S responsibilities. Establishing work procedures, Worker orientation and

training. Reporting, recording and investigating injuries, diseases, and dangerous occurrences. Establishing medical aid and first aid programs. Principles of accident prevention. Implementation of OH&S programs. Evaluating effectiveness of OH&S programs

Unit 3. People at Work

Human factors. Ergonomics. Stress at work. The concept of exposure standard. Basic toxicology and epidemiology. Occupational hygiene, diseases and health conditions. Dangerous substances: metals, gases and vapors, ionizing and non-ionizing radiations. Biological hazards. Indoor air quality, noise and vibration. Other physical agents. Environmental health. Water pollution. Hazardous waste. Global environmental hazards. Roles of nongovernmental organizations in environmental health. Responses to community environmental health concerns

Unit 4. Safety, Technology and Health

Engineering and mechanical handling safety. Fire prevention. Electrical safety. Structural safety, construction and contractors. The working environment: safety in office, workshops and in catering operation. Health and safety regulation. Recognition of health hazards in the workplace. Direct health indicators. Using previous experience and available information. Observation and use of specialist expertise. Walk-through survey. Basic observations of a walk-through survey. Typical processes targeted for health hazards in walk-through inspections. Evaluating the risks associated with the hazards (risk assessment). Essential components of a typical regulatory risk assessment. - Examples of: simple evaluations, evaluations requiring some basic workplace monitoring, complex evaluations requiring outside assistance. Control of workplace health hazards. -Approaches and methods of control for hazards. - Implementation of a correct quality control

Unit 5. Chemical, Biological Agents and Ergonomics

Definitions; the nature of chemical and biological hazards; routes of entry into and effects on the body including the “chain of infection”. Physical Agents. Definitions; human reactions to physical hazards; noise, vibration, thermal stress and radiation. Goals of ergonomics, identification of job risk factors and workplace risk factors, types of repetitive strain injuries and ergonomic control measures.

Unit 6. Psychosocial Hazards and Workplace Violence

Stress definitions; the transactional model of stress and its implications; the sources and consequences of stress. Workplace Violence. workplace stressors including bullying and violence & harassment. Managing Psychosocial Hazards - Workplace Wellness

Unit 7. Concept of Healthy Workplace

Work-life balance, flexible workplace, job sharing, telecommuting, violence prevention/management and healthy lifestyles. Workers’ Compensation

Management. Disability Management. Hazard Recognition and Assessment. Accident Investigation. Hazard Control Methods

Unit 8. Legislations for Employees' Health and Safety in Pakistan

The Legislative Framework for Health, Safety Management. Factories Act Pakistan for Health and Safety. Occupational safety and health Act, 2022. Fire Prevention & Suppression and Emergency Response & Preparedness. Corporate Social Responsibility and Environment issue. Motivating Safety Behaviours and Management Strategies

Recommended Books/ Reference Material

1. Brauer, R. L. (2022). *Safety and health for engineers*. John Wiley & Sons.
2. D'Cruz, P., Noronha, E., & Mendonca, A. (2021). *Asian Perspectives on Workplace Bullying and Harassment*. Springer.
3. Gupta, O. P. (2020). *Industrial law*. SBPD Publishing House.
4. Kloss, D. (2020). *Occupational health law*. John Wiley & Sons.
5. Reuben, J. E. (2023). *Development of Industrial Relations and Human Resources in Indian Labour Law and Its Organizational Effectiveness*. Book Rivers.

10.3.11 International Human Resource Management (HRM)

MS- Management Sciences

Course Code: HRM-711

Credit Hours: 03

Pre-requisite: Nil

Objectives

Since globalization encourages companies to operate and trade in multiple locations, and provides more opportunities for staff to work abroad, managing and developing people has never been more critical or complex. In this course, you will learn to appreciate the unique challenges of international HRM from the cultural, legal and economic differences to remote relationship building

Learning Outcomes

At the end of this course, students should be able to:

- Understand the theory and practice in the study of international human resource management.
- Be familiar with the approaches to HRM in a number of countries and to understand their similarities and differences.
- Understand the specific issues involved in HRM in multi-national firms, including performance and pay, training and development, and diversity and well-being.

Course Outline

Unit 1. Introduction to IHRM

Defining HRM. Basics on HRM: HR departments & HR managers, Functions and practices. • Defining IHRM • Differences between domestic and international HRM Describe the development of SIHRM and the process of international strategic management. Describe the evolution of the MNE in terms of various stages of internationalization and the methods firms use to enter international markets.

Unit 2. The Impact of Culture

Concept. Elements of culture. Cultural Environment and HRM: Culture's dimensions; Individual perspectives.

Unit 3. Expatriates

International approaches to HRM • Expatriates. Global careers. staffing subsidiaries with international assignees or expatriates

Unit 4. International HRM Practices

Planning on HRM • Recruitment and Selection • Training and Development. staffing subsidiaries with international assignees or expatriates Design cross-cultural training programs that enable international assignees to successfully complete their assignments and develop an effective global management team

Unit 5. Evolution of Global Employee Relations

Nature of union membership around the world. Relationship between unions and MNEs. Develop a global mindset, global competencies, and global leadership in the international organization. Improve the effectiveness of global and virtual teams.

Unit 6. Global Compensation and Benefits and Performance Management

Distinguish between global remuneration and international assignment C&B Identify critical issues in C&B of the global workforce of the MNE

Unit 7. Global Health and Safety

Explain the importance of global health & Safety. Identify the role of IHRM in health & Safety. Display the importance of HRIS in supporting evidence-based decisions

Unit 8. Comparative HRM

Different types of regions in the world. Institutional, economic, and cultural context for IHRM in different regions

Recommended Books/ Reference Material

1. Aswathappa, K., & Dash, S. (2020). *International Human Resource Management*/ McGraw-Hill Education.
2. Dickmann, M. (2021). *International human resource management—historical developments, models, policies and practices in MNCs* (p. 225). Sage.

3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). *Fundamentals of human resource management*. McGraw-Hill.
4. Ozbilgin, M. (2020). *International human resource management: Theory and practice*. Bloomsbury Publishing.
5. Stone, R. J., Cox, A., Gavin, M., & Carpini, J. (2023). *Human resource management*. John Wiley & Sons.

10.3.12 Human Resource Analytics

MS- Management Sciences

Course Code: HRM-712

Credit Hours: 03

Pre-requisite: Nil

Objectives

Much has been written and said about HR analytics over recent years and that can help inquisitive HR professionals (and HR students) begin to understand what predictive HR analytics might involve. Some very influential HR thinkers are making impressive claims as to the potential that the application of HR analytics could bring to businesses. However, the reality is that even though many HR professionals may have a conceptual understanding of what HR analytics might involve, very few people have the relevant competencies to be able to actually carry out truly predictive HR analytics. This course aims to help people develop these competencies and begin to demystify what may (for many) currently be hidden behind the magic curtain of HR analytics; the course hopes to metaphorically pull back both curtains and give potential analysts the tools to tie them securely to the wall.

Learning Outcomes

At the end of this course, students should be able to:

- Gain an understanding of the different terms being used in analytics.
- Learn how top management take HR related decisions by analyzing data, Types of Data, Frameworks, Predictive to Prescriptive
- Analyze real time data and cases, empirical studies and create project with the help of tools (Excel, Power BI, and Tableau) to make HR related decisions.

Course Outline

Unit 1. Introduction

Basic Data Analytics concepts, DL, ML, AI, and DS Knowledge and skills for HR analytics, Building Blocks of HR Analytics, Descriptive, Predictive and Prescriptive Analytics

Unit 2. Why HR Analytics

Process of HR Analytics Importance of HR Analytics Role of HR Analytics Features of HR Analytics HR Operative Areas. HR metric and HR analytics project scoping. Basics of Human Resource Management/HRIS. The field of HR analytics. HR questions that can be answered with HR analytics, Kinds of analytics that address talent questions. Leading and lagging indicators and their relationships to HR analytics. Linking HR practices to business outcomes

- Unit 3. Key HR Metrics**
 Stages of HR analytics HR Maturity Model Challenges of HR Analytics, HR Analytics Measurement Lean concept in HR Analytics. DEI Metrics, Introduction to Power-BI, Cleansing of Data using Excel. Harvard Case Study: Case Study HR Analytics at Barney. HRA Framework. Data visualization using Power-BI, Goal Seek, Scenario Manager using Excel
- Unit 4. Recruitment and Selection Concepts Using Metrics**
 Data visualization using Power-BI, Goal Seek, Scenario Manager using Excel. What can we measure to indicate recruit? What methods might we use?
- Unit 5. Training and Development Concepts, and Metrics**
 Case Study: Apturja Power Limited: Human Resource Analytic. Compensation and Benefits Metric. Reflection on HR analytics: Usage, ethics and limitations Role of CBA in the Organizations, Analyze the Clauses of MOS using analytical approach.
- Unit 6. How to Transform from Business Analytics to People Analytics**
 The Seven Pillars of People Analytics Success. Workforce Planning Analytics. Talent Sourcing Analytics. Talent Acquisition Analytics. Onboarding and Cultural Fit. Talent Engagement Analytics. Analytical Performance Management. Employee Lifetime Value and Cost Modeling. Using Retention Analytics to Protect Your Most Valuable Asset. Employee Wellness, Health, and Safety to Drive Business Performance and Loyalty. Big Data and People Analytics. Future of People Analytics
- Unit 7. HR Analytics Project Development. Performing Human Capital Investments and Talent Data Modeling, HR. Analytics and The Analytics Process Model**
 Design and validity. Measurement and scale development. Knowledge and development of competencies in HR analytics. Predictive analytics. HR Analytics Workflow. Principles of research and survey design. Types of data. Relationships between data types and analytic methods. Analyzing and comparing human capital facts. Planning for analytics in an organization, HR analytics planning considerations Avoiding common pitfalls. The Analytics Process Model (APM) and Its Phases. Human Resources Value Proposition. HR Analytics in the Workplace and the Human Capital Framework (HCF). Decisions to setting up analytics team or outsourcing. HR analytical competencies. Implications for HR practitioners
- Unit 8. HR Analytics Data and HR Analytics in Action**
 Descriptive and categorical data. Comparing and predicting. Williams, M. (2017). Numbers Take Us Only So Far. Harvard Business Review, 95. Tursunbayeva, A., Pagliari, C., Di Lauro, S., & Antonelli, G. (2021). The ethics of people analytics: risks, opportunities and recommendations. Personnel Review. HBR Guide to Data Analytics Basics for Managers, 10185-PDF-ENG. Effectively Presenting HR Data. Assessing Your Audience. Crafting the Message. Excel Quantitative Techniques. Key Systems of Record for HR Data. Software Tools. Metrics, Benchmarks, and Other Indicators. Using Excel for HR Analytics. Excel Visualization. Excel Analytic Techniques. HR Regulations and

Reporting Requirements. HR Laws, Policies, Procedures, and Guidelines. Key Regulations and Reporting Requirements. Connecting Missions or Goals to HR Benchmarks and Metrics.

Recommended Books/ Reference Material

1. Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2023). *Human resource management: People, data, and analytics*. Sage Publications.
2. Edwards, M. R., & Edwards, K. (2021). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers.
3. Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31(4), 100824.
4. Khan, N., & Millner, D. (2023). *Introduction to people analytics: a practical guide to data-driven HR*. Kogan Page Publishers.
5. West, M. (2020). *People analytics for dummies*. John Wiley & Sons.

10.3.13 Seminars in HRM

MS- Management Sciences

Course Code: HRM-713

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course Seminars in HRM in Masters of Science in Management Sciences is designed to produce skillful researchers qualified professionals, resourceful academicians in order to examine the way of thinking that is needed to address contemporary issues as they emerge. Contemporary issues have arisen as a result of past, and current, thinking and practices. This course tempts the re-evaluation of traditional management practice and uncovers the different perspectives of HRM on which to provide research driven solutions, creative thinking and strategic decision making to corporate world, academic institutions and community in Management Sciences.

Learning Outcomes

- Acquire information necessary for conducting research analysis.
- Identify the business research problems in the context of HRM and suggest viable solutions through scientific research.
- Adapt or design research instruments for data collection.

Course Outline

Unit 1. The Roots of HRM

The changing context to work; Strategy and HRM. Changing role and HRM, Integrating HRM practices.

Unit 2. Historical Developments of MNC

Mindset of senior leaders; The dualities of integration and responsiveness; Competitive challenges and international HRM configuration; Global expansion of MNC and International HRM implications; Strategic HRM and MNC

- Unit 3. Difference Between International and Comparative HRM**
Neo-institutionalism sociological approaches; Exportive; Adaptive; Integrative; Recruitment and selection of international managers; International pay and reward and performance management; Training and development; Employment relations.
- Unit 4. Managing Diversity and Inclusion**
General principles and activities; Implementing diversity initiatives; International and cultural context; Managing diversity globally.
- Unit 5. Work-Life Balance Discourse**
Work “life balance discourse; National context of work life balance; Work “life balance and workplace; Individual choice and Work “life balance. First cornerstone: why, External drivers of change; Internal drivers of change; Second cornerstone: Change Processes, how; Third cornerstone: Change agent, who makes change happen. Contextual reality of downsizing; Methods of downsizing; alternatives to redundancies; Redundancies process
- Unit 6. The Context for Employee Participation**
A framework for Employee participation; Employee participation in practice; Case Study: The Meaning of participation to Managers. Background; Approaches to flexibility; Implementation and outcome; Matching employer and employee needs. Emotion concept & issues; Emotion in management theory and practice; Critical perspective in emotions; case Study: Emotional intelligence at Call. Factors behind the growth of the interest in talent management. Review the organisational dilemmas around the word talent. Present recent classification of approaches to talent management; Consider some empirical evidence on the nature of talent management in MNCs
- Unit 7. The Importance of Power and Dependency in Workplace Bullying**
Identifying workplace bullying behavior; Effects of workplace bullying on targets; Effects of workplace bullying on witness. Attendants of workplace bullies; Prevention and management of workplace bullying.

Recommended Books/ Reference Material

1. Black, K., & Warhurst, R. (Eds.). (2021). *Organisation Studies and Human Resource Management: An Educator's Handbook*. Routledge.
2. Klikauer, T. (2022). *A global guide to human resource management: managing across stakeholders*. Routledge.
3. Meier, H. (2021). *HR Management & Leadership: MBA Essentials* (Vol. 2). BoD–Books on Demand.
4. Wilkinson, A. (2022). *Human resource management: A very short introduction*. Oxford University Press.
5. Upadhyay, A. K., Khandelwal, K., & Iyengar, J. (2020). *AI Revolution in HRM: The New Scorecard*. Sage Publications Pvt. Limited.

10.3.14 Industrial Management and Employee Relations

MS- Management Sciences

Course Code: HRM-714

Credit Hours: 03

Pre-requisite: Nil

Objectives

The concept of industrial relations & Employee Relations has a very wide meaning and connotation. In the narrow sense, it means that the employer-employee relationship confines itself to the relationship that emerges out of the day-to-day association of the management and workmen. In its wider sense, industrial relations include the relationship between an employee and an employer in the course of the running of an industry and may project itself to spheres which may include the areas of quality control, marketing, price fixation and disposition of profits among others. The creation and maintenance of good relations between the workers and the management are the basis on which the development of an industrial democracy depends. It, in turn seeks to gain co-operation of the two partners in industry. The healthy and orderly industrial relations in an enterprise generate conducive environment of working. ~Stable Industrial Relations means a situation when requirements of management and the workforce are discussed between them in a spirit of mutual trust, confidence and without causing friction.

Learning Outcomes

At the end of this course, students should be able to:

- Analyze the dynamic legal context in which employment relationships are enacted.
- Develop and apply aspects of employment law to real workplace situations.
- Analyze how workplace issues such as alcoholism, stress, drugs, harassment, discrimination, bullying can be dealt with in the context of employment laws.

Course Outline

Unit 1. What are Industrial Relations

Understanding on ethics & norms. Importance of Industrial relations. Scope and objectivity of Industrial relations

Unit 2. Acts and Laws Regarding Industrial Relations (Factories Act 1934)

Scheme of the Act, important terms. Role of Inspecting Staff and certifying surgeon on the enforceability of Act. Health and safety issues. Working hours and holidays. Provisions for child labor. Penalties and procedures

- Unit 3. Workmen Compensation Act 1923**
Scope & Applicability of Act, important terms. Liability of employer for Compensation. Machinery of enforcement of Act. Commissioner, its Jurisdiction and Powers. Appeals to High Courts
- Unit 4. Trade Unions**
Informal employee's relation process. Managing with trade unions. Managing without trade unions. Employees Relationship Strategies. Health & Safety Provisions on Workplace. Role of CBA in Industrial Relations. Method of representation. Conflict and cooperation in the workplace. Overt and covert forms of conflict. Conflict of interest between employer and workmen. Absenteeism as a form of individual conflict. Factors responsible for labor turnover. Causes of industrial disputes
- Unit 5. Employment Old Age Benefit Act 1976**
Applications of Act and its import terms, Sources of Organizational Revenue Benefits of the Act, Appeals, offences and Penalties. Powers to make rules and regulations
- Unit 6. Companies Profit (Worker Participations) Act 1968**
Industrial relations and human relations. Worker participation in management
- Unit 7. Industrial and Commercial Employment Ordinance 1968, Industrial Relations Ordinance 2002**
Applicability and Important terms. Group incentive scheme, Compulsory group insurance and payment of bonus. Procedure of charge sheet and inquiry Misconduct, punishment and dismissal. Appointment of Registrar, its powers and functions. Unfair labor practices on the part of employer and workmen (employee). Right and duties of employer and workmen
- Unit 8. N.I.R.C (National Industrial Relations Commission)**
Constitution, functions and powers of NIRC. Jurisdiction of NIRC. Role of the State as per provisions of Constitution. Functions of the state w.r.t industrial relations. Role of state as an employer. Constitutional Provisions

Recommended Books/ Reference Material

1. Bean, R. (2021). *Comparative industrial relations: An introduction to cross-national perspectives*. Routledge.
2. Einarsen, S. V., Hoel, H., Zapf, D., & Cooper, C. L. (Eds.). (2020). *Bullying and harassment in the workplace: Theory, research and practice*. CRC press.
3. Gupta, O. P. (2020). *Industrial law*. SBPD Publishing House.
4. Employees' Old-Age Benefits Act, 1976, Factories Act 1934, Workmen Compensation Act 1923

5. Companies profit (worker participations) Act 1968, Industrial and commercial employment ordinance 1968, Industrial Relations Ordinance 2002

10.3.15 Talent Management

MS- Management Sciences

Course Code: HRM-715

Credit Hours: 03

Pre-requisite: Nil

Objectives

Talent Management remains the dilemma to understand by the organizations and a pool of talented worker is wasted without its understanding. This course is designed for the students to enhance their talent and understand its utility. The course will provide the theoretical foundations and practical implications of the talent and its management in the organizational context. Since HR plays a major role in the success of an organization, this course also looks at the HR factors exploited to manage the talent. The objective of this course is to build and develop the student qualities along with the understanding of the talent management concept. The course will help the students to shine out with knowing their talent and managing the other talent too. They will also learn the art of exhibiting the talent by doing some enactment in real incidences or scenarios and by learning and understanding the case studies.

Learning Outcomes

At the end of this course, students should be able to:

- Know about talent management.
- Comprehend about talent management.
- Apply the concepts of talent management.

Course Outline

Unit 1. What is Talent?

Why is Talent Important? Creating a Talent Management System for the Organization. Excellence. Four Steps to Creating a Talent Management System

Unit 2. Building High Performance Teams

Working on Potential Growth. Finding High-Potential Talent Throughout the Organization. Finding the Crown Jewels: Locating the Super Keepers Using Outplacement Techniques to Evaluate Employees. Hard vs. Soft Skills. Interpersonal Skills. Communicate Effectively. Conflict Resolution. Negotiation. Problem-Solving and Critical Thinking Decision-Making Facilitation

Unit 3. Measuring and Developing Core Competencies

The importance of organizational, functional and leadership competencies. Partner with senior leaders to build these competencies and tie to the most fundamental HR programs and processes to drive the desired culture. Finding and Hiring Fast-Track Talent. Using a Talent Management Model for Selection

Guarding the Entrances to Your Organization, Case Study: An integrated approach to talent management. process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs. Performance Management, Career Track Planning

Unit 4. Achieving Organization Excellence Through Talent Planning and Development

Developing Employees: Measurement Makes a Difference. Allocating Training and Development Resources – Optimizing Your Investment in Your Employees, CEO Succession Planning: Ensuring Leadership at the Top. How Boards Can Shape Talent Planning and Development. Succession Planning in family business

Unit 5. Building a Reservoir of High-Potential Women and Diverse Groups

Building a Reservoir of Women Super keepers. Differentiating the Gender in talent management. Finding the common talent in gender perspective. Case Study: Evaluating Strategic Talent Management Initiatives

Unit 6. Integrating Coaching, Training, and Development with Talent Management

Leadership Coaching. Coaching the Super Keepers Differentiating Leaders Throughout an Entire Organization

Unit 7. Integrating Compensation with Talent Management.

Compensating Super keepers: Talent Your Company Needs to Thrive. Linking Competencies to Performance and Pay. Using Long-Term Incentives to Retain Top Talent: Super Rewards for Super Keepers Case Study. Higher total compensation demands Tightening talent market. Unappealing company culture. Increased employee turnover. Lack of leadership Case Study: Talent Management and Future

Unit 8. Using Information Technology to Support a Talent Management Process

Developing a Talent Management Information Strategy Guest Speaker Lecture by an Industrial Expert. Link of Emotional Intelligence with Talent management. The assessment of talent through behaviors. When and where emotions need to be controlled to show your talent. How managers can use the emotions as a catalyst to manage the talent. Case Study: Integrated analysis of Talent Management

Recommended Books/ Reference Material

1. Armstrong, M. (2020). *Armstrong's Handbook of Strategic Human Resource Management: Improve Business Performance Through Strategic People Management*. Kogan Page Publishers.

2. Hill, D., Keller, K. M., Rico, M., Shostak, M., & Matthews, M. (2023). *Talent Management and Diversity, Equity, and Inclusion in Private-Sector Organizations: A Qualitative Review of Promising Practices* (p. 21). RAND.
3. Rothwell, W. J., Singh, S., & Lee, J. (2024). *Accelerated Action Learning: Using a Hands-on Talent Development Strategy to Solve Problems, Innovate Solutions, and Develop People*. CRC Press.
4. Tarique, I. (Ed.). (2021). *The Routledge companion to talent management*. Routledge.
5. Tulgan, B. (2023). *Not Everyone Gets a Trophy: How to Bring Out the Best in Young Talent*. John Wiley & Sons.

10.3.16 Negotiation and Conflict Resolution

MS- Management Sciences

Course Code: HRM-716

Credit Hours: 03

Pre-requisite: Nil

Objectives

Purpose of the course is to provide the participants with negotiation and conflict resolution. Recognize cognitive heuristics impacting negotiation decisions, apply diverse strategies across contexts, and navigate negotiation phases effectively. Translate theoretical knowledge into practical skills, bridging the gap between understanding negotiation concepts and proficient application in real-life situations.

Learning Outcomes

- Recognize cognitive heuristics that lead to poor negotiation decisions.
- Identify a range of negotiation strategies and the consequences of only using a single strategy across different contexts.
- Label different phases of a negotiation and learn what to do in each phase.
- Understand how the skills and strategies can be applied to common workplace scenarios.
- Explore different explanations for the origins of human conflict.
- Understand a general framework for analyzing and resolving conflict
- Describe a set of common communication skills and how they apply.
- Bridge the gap between knowing and doing so that you can put the skills into practice in your own life.

Course Outline

Unit 1. The Nature of Negotiation

Negotiation. Characteristics of a Negotiation Situation. Interdependence. Types of Interdependence Affect Outcomes. Alternatives Shape Interdependence. Mutual Adjustment. Mutual Adjustment and Concession Making. Two Dilemmas in Mutual Adjustment. Value Claiming and Value Creation. Conflict Definitions, Levels of Conflict. Functions and Dysfunctions of Conflict. Factors

That Make Conflict Easy or Difficult to Manage. Effective Conflict Management.

Unit 2. Strategy and Tactics of Distributive & Integrative Bargaining

The Distributive Bargaining Situation. Tactical Tasks Positions Taken during Negotiation. Closing the Deal Hardball Tactics. An Overview of the Integrative Negotiation Key Steps in the Integrative Negotiation Process. Factors That Facilitate Successful Integrative Negotiation. faith in one's problem-solving ability. belief in the validity of one's own position and the other's perspective. motivation and commitment to work together. trust clear and accurate communication and understanding the dynamics of integrative negotiation.

Unit 3. Negotiation: Strategy and Planning

Goals The Focus That Drives a Negotiation Strategy. Strategy versus Tactics. Getting Ready to Implement the Strategy: The Planning Process. A Sampling of Ethical Quandaries. What Do We Mean by "Ethics" and Why Do They Matter in Negotiation. What Questions of Ethical Conduct Arise in Negotiation. Why Use Deceptive Tactics? Motives and Consequences. How Can Negotiators Deal with the Other Party's Use of Deception.

Unit 4. Perception, Cognition, and Emotion

Perception. Framing, Cognitive Biases in Negotiation. Managing Misperceptions and Cognitive Biases in Negotiation. Managing Misperceptions and Cognitive Biases in Negotiation. Mood, Emotion and Negotiation. What Is Communicated during Negotiation. How People Communicate in Negotiation. How to Improve Communication in Negotiation. Special Communication Considerations at the Close of Negotiations.

Unit 5. Finding and Using Negotiation Power:

Why Is Power Important to Negotiators. A Definition of Power. Sources of Power. How People Acquire Power. Dealing with Others Who Have More Power Relationships in Negotiation: Challenging How Relationships in Negotiation Have Been Studied. Negotiations in Communal Sharing Relationships. Key Elements in Managing Negotiations within Relationships Reputation, Trust, Justice. Relationships among Reputation Trust, and Justice, Repairing a Relationship.

Unit 6. Multiple Parties, Groups, and Teams in Negotiation:

The Nature of Multiparty Negotiations. Differences between Two-Party Negotiations and Multiparty Negotiations. What Dynamics Can Make a Multiparty Negotiation Effective. Managing Multiparty Negotiations. The Pre negotiation Stage. The Formal Negotiation Stage—Managing the Process and Outcome. The Agreement Stage. What Makes International Negotiation Different, Environmental Context, Immediate Context, Conceptualizing Culture and Negotiation, Culture as Learned Behavior, Culture as Shared

Values, Culture as Dialectic, Culture in Context. The Influence of Culture on Negotiation: Managerial Perspectives.

Unit 7. International and Cross-Cultural Negotiation:

Negotiation Opportunity. Selection of Negotiators Protocol, Communication, Time Sensitivity, Risk Propensity, Groups versus Individuals. Nature of Agreements, Emotionalism. The Influence of Culture on Negotiation: Research Perspectives. Effects of Culture on Negotiation Outcomes. Effects of Culture on Negotiation Process and Information Exchange. Effects of Culture on Negotiator Cognition. Effects of Culture on Negotiator Ethics and Tactics. Culturally Responsive Negotiation Strategies. Weiss's Culturally Responsive Strategies. Low Familiarity. Moderate Familiarity. High Familiarity.

Unit 8. Best Practices in Negotiations

Be Prepared. Diagnose the Fundamental Structure of the Negotiation. Identify and Work the BATNA. Be Willing to Walk Away. Master the Key Paradoxes of Negotiation. Remember the Intangibles. Actively Manage Coalitions—Those Against You, For You, and Unknown. Savor and Protect Your Reputation. Remember That Rationality and Fairness Are Relative. Continue to Learn from Your Experience.

Recommended Books/ Reference Material

6. Roy J. L. (2016). *Essentials of Negotiation*. McGraw-Hill's.
7. Florence, K. R. (2021). *The Persuasive Negotiator: Tools and Techniques for Effective Negotiating*. Routledge.
8. Dorling, K. (2022). *Negotiating*. DORLING KINDERSLEY LTD.
9. Alexandra, C. (2020). *Ask for More: 10 Questions to Negotiate Anything*. Simon & Schuster UK.
10. Barry, K. (2020). *Split the Pie: A Radical New Way to Negotiate*. Harper Business.

10.3.17 Theories of HRM

MS- Management Sciences

Course Code: HRM- 717

Credit Hours: 03

Pre-requisite: Nil

Objectives

Human Resource (HR) Theories are guidelines for organizations for managing people at work. It is a set of ideas and strategies to handle employees to boost performance and help the company grow. These theories make HR professionals understand how the management of a company can affect employee behavior. HR theories are crucial for organizations as they can improve employee motivation, job satisfaction, and overall productivity.

“The theories of management are the collection of general rules that guide managers in managing an organization. Theories are also a justification for encouraging workers to respond effectively to business goals and to incorporate successful means of achieving the same”. This

course helps the students to know the foundations of HRM and then interpret these aspects into the applicability of the organisations.

Learning Outcomes

- Understand the relevance of the HRM theories and practices, developed in indigenous cultures.
- Apply the concepts of human resource management theories in current era.
- Interpret the relevance of the HRM theories and practices, developed in indigenous cultures.

Course Outline

Unit 1. Introduction (Meeting Present Human Resource Requirements)

HRM and its importance. Definition in HRM. Trends in HRM. Global vs local HRM practices. Components of a HRM System. Four C's Model for Evaluating Human Resource. Challenges of HR Manager. Importance of HRM. Human Capital Management. Benefits of HRM.

Unit 2. Theories of Human Resource Management (Individuals)

Human Capital Theory. Role Behavior Theory. Human Relations Theory (Elton Mayo and Kurt Lewin). McGregor's Theory X and Theory Y. AMO Theory. Adam Equity Theory. Goal-Setting Theory. Abraham Maslow Hierarchy of Needs theory. Herzberg's Motivation- Hygiene theory.

Unit 3. Theories of Human Resource Management (Groups and Organization)

Organizational life cycle theory. Resource dependency theory. Institutional theory. Transaction cost theory. comparative advantage theory. General system theory. Organizational change theory. Organizational learning theory. Rensis Likert Participative Decision-making theory. Social Exchange theory. Expectancy theory. Strategic Contingency theory. Reinforcement theory. Resource based view, KBV.

Unit 4. Models of HRM

Karen Model, 1978, Storey Model, 1992, Ulrich Model, Harvard Model of HRM, Matching model of HRM, 6P Model of HRM, European Model of HRM, Hard and Soft Skills Model of HRM.

Unit 5. Review of Theories from Research Papers

Critical review.

Unit 6. Link of Theories to The HRM Functions

Recruitment and Selection, Training and Development, Performance Assessment and Evaluation, Compensation Management, Human resource development, Career development. Succession planning. Industrial relations frameworks. Human resource planning. Designing work. Reward management. Learning and Development.

Unit 7. Development of Conceptual Framework Based On Theories

Identification of variables. Linking of variables to theory. Theory development. Factors to theory development? Theory testing.

Unit 8. Submission of research paper based on theoretical lens

Critically review the research papers through theoretical lens.

Recommended Books/ Reference Material

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management*. Kogan Page Publishers.
2. Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2020). *Human resource management: Strategic and international perspectives*. Sage.
3. Nankervis, A., Baird, M., Coffey, J. and Shields, J. (2023). *Human resource management*. Cengage AU.
4. Pattanayak, B. (2020). *Human resource management*. PHI Learning Pvt. Ltd.
5. Stor, M. (2023). *Human resources management in multinational companies: A Central European perspective* (p. 347). Taylor & Francis.

Journals

6. Asia Pacific Journal of Human Resources (online). Harvard Business Review (online). Human Relations (online). Human Resource Management Review (online). Human Resource Planning (online). International Journal of Human Resource Management (online). Journal of Applied Psychology (online). Journal of Human Resources (online). Journal of Industrial Relations (online). Personnel Journal (online). Training and Development (online)

10.3.18 Human Resource Development

MS- Management Sciences

Course Code: HRM-718

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is an introduction and overview to the discipline of Human Resource Development. The holistic nature of the course addresses the processes of planning and implementing organizational training systems, assessing educational and developmental needs of employees, and examines the various applications of the HRD field used to enhance employee performance.

Learning Outcomes

At the end of this course, students should be able to:

- Describe and explain the significance of HRD.
- Develop and inculcate competencies which include knowledge, skills, attitudes and values pertaining specifically to the field of management and organizations, both in the public and private sectors.
- Look at the process of HRD not only from a purely personnel management perspective but also from a human development perspective in general.

Course Outline

Unit 1. Introduction to Human Resource Development

Emergent of HRD, Critical HRD roles, challenges for HRD. HRD in global perspective, HRD- Performance link, Strategic perspective of HRD.

Unit 2. HRD Process Model: identification of HRD needs and Design and development of HRD programmes.

HRD Process Model: Methods of Implementation, Evaluation of HRD programmes. Critical review through research papers.

Unit 3. Employee coaching and performance management

Coaching to improve poor performance, coaching analysis. HRD interventions: Mentoring for employee development: Role of mentoring in development.

Unit 4. Training and development

Training needs assessment. Training methods. Designing of training. Training Evaluation. Critical review of the papers on training and development.

Unit 5. Employee counseling for HRD

Overview of counseling programmes, employee assistance programme, stress management, employee wellness and health promotion. Competency framework of HRD: why competency mapping? Understanding the competency mapping framework.

Unit 6. Career Planning and Development, High Performance Work Systems

Management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management. Intellectual capital (IC), its measurement and management: Components of IC, measurement models of IC, IC index and challenges for HR. HRD, Organizational Learning, and learning organizations.

Unit 7. Organizational development concepts and interventions

Analysing forces for and against change and a range of change interventions. Transfer of Learning: the role of mentoring, coaching and feedback in

transferring "off the job" training to "on-the-job" behaviour. Transitional problems, skill acquisition and utilization.

Unit 8. The future of HRD and HRD Ethics

Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behavior and development, Ethical problems with HRD roles.

Recommended Books/ Reference Material

1. McDonald, K. S., & Hite, L. M. (2023). *Career development: A human resource development perspective*. Taylor & Francis.
2. Newman, B. M., & Newman, P. R. (2022). *Theories of human development*. Taylor & Francis.
3. Rothwell, W. J., Imroz, S. M., & Bakhshandeh, B. (Eds.). (2021). *Organization Development Interventions: Executing Effective Organizational Change*. CRC Press.
4. Swanson, R. A. (2022). *Foundations of human resource development*. Berrett-Koehler Publishers.
5. Werner, J. M. (2021). *Human resource development: Talent development*. Cengage Learning.

10.3.19 Cross-Cultural HRM

MS- Management Sciences

Course Code: HRM-719

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course aims to understand HRM concerns at the international stage. The course will provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues for MNCs and other organizations operating beyond their home markets

Learning Outcomes

At the end of this course, students should be able to:

- Understand the different meanings and dimensions of culture.
- Introduce the various frameworks in international HRM.
- Understand the impact of culture on HR practices and develop strategies for managing cultural issues in global organizations.

Course Outline

Unit 1. What is IHRM

HR and "Strategic Fit"; Talent Management in a global business; Key global HR ideas (Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism); Protectionist perceptions and impact on HR; Immense variety in IHRM practices and policies.

Unit 2. Emerging and Growing Business Centres and Economies

Ubiquity of and preference for local norms and HR practices; basic IHRM differences and cultural variables, Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Language and Interpretation challenges, High and Low context cultures, Gender biases, Employee Behaviour, interaction with social and governmental institutions, managing vendor and retail channels; PESTEL (focus on social, technological, environmental and legal factors); Availability of skilled manpower; Variety in perception of and attitudes towards IHRM by “local employees” and Corporate HR; Discrimination in policies towards home and non-home employees; Types of MNCs and Organizational structures and their impact on HR needs and HR management with specific focus on IHRM situations; Diversity and Sensitivity Trainings for all employees of an MNC; Approaches to staffing in IHRM.

Unit 3. Employee needs at the corporate, home and non-home levels

Approaches to movement (ethnocentric, regiocentric, polycentric); Factors supporting the creation of a globally mobile workforce; Expatriates and inpatriates (PCN, HCN, TCN); Operating realities and availability of facilities and resources at home and non-home operations; Specific requirements of expatriation and inpatriation movements; Factors affecting movement decisions; Preparing and supporting employees for movements (both outward and inward); Specific situations of women and special needs managers; Evaluating performance of “moved” employees, Evaluation biases, Needs and issues; Global compensation practices and concerns, COLA, Reallocation expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilisation time; Evaluating the impact of expatriation in performance and costs.

Unit 4. Stereotyping and Related Cultural Issues and Managing Their Impact On Employees

Diversity, managing diversity, Variations creating diversity, managing diversity in hiring and other HR practices on an IHRM level; Industrial Relations, Cultural elements in IR, concerns in transposing best practices and operating practices across cultures, IR situations across different countries and cultures, Ethics in IR and Employee management, Union Management by MNCs; Country specific factors affecting IHRM practices.

Unit 5. Basic IHRM theories

Herzberg’s 2 Factor Theory, Hofstede’s Dimensions of Culture, Different interpretations of Maslow’s Hierarchy of Needs across cultures. Leadership styles across different operating countries and cultures; Team management in IHRM situations and MNCs), Issues in managing globally diverse and dispersed teams.

Unit 6. Recent trends in IHRM

Ethics, CSR, Employee activism, Developing organizational capabilities. HR Outsourcing, e-Enablement of HR activities, HR and IHRM as a source of competitive advantage. Rise of the Gig economy, Meeting the demands of international expansion. Managing the factors that influence the global work environment, IHRM and Control; Managing Cross-border mergers and acquisitions, Relevance, Concerns, Role of IHRM. IHRM as a Strategically important part of any organization, especially an MNC.

Recommended Books/ Reference Material

1. Amann, B., & Jaussaud, J. (Eds.). (2020). *Cross-cultural challenges in international management*. New York, NY, USA: Routledge.
2. Barmeyer, C., & Rath, C. R. (2024). *Key Questions and Inspiring Answers in Cross-Cultural Management: Conversations with Leading Women Scholars*. Edward Elgar Publishing.
3. Hong, J., & Muniz Jr, J. (2022). *Cross-cultural knowledge management: cultural influences in China and Brazil*. Routledge.
4. Mahadevan, J., Primecz, H., & Romani, L. (2020). *Cases in Critical Cross-Cultural Management*. Milton: Routledge.
5. Szkudlarek, B., Romani, L., Caprar, D. V., & Osland, J. S. (Eds.). (2020). *The Sage handbook of contemporary cross-cultural management*. Sage.

10.3.20 Organizational Design, Strategy and Effectiveness

MS-Management Sciences

Course Code: HRM-720

Credit Hours: 03

Pre-requisite: None

Objectives

The course aims to provide students with a comprehensive understanding of organizational strategy and effectiveness. Through theoretical concepts, practical examples, and case studies, students will develop the knowledge and skills necessary to analyze, evaluate, and design effective organizational strategies to enhance organizational performance and competitiveness.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Understand the fundamental concepts of organizational strategy and effectiveness.
- Analyze the relationship between organizational strategy, structure and effectiveness.
- Apply theoretical frameworks to analyze and design organizational strategies.

Course Outline

Unit 1. Introduction to Organizations and Organization Theory

Understanding Organizations. Historical Development of Organization Theory. Theoretical Perspectives on Organizations. Mintzberg's Organizational Types,

Organizational Environments. Organizational Design and Structure. Organizational Effectiveness. Challenges and Opportunities in Contemporary Organizations. Case Studies and Applications. Organizational Purpose and Structural Design. Strategic Management and Organizational Purpose. Linking Strategy and Structure. Fundamentals of Organizational Structure. Mechanistic vs. Organic Structures. Tall vs. Flat Organizations. Functional vs. Divisional Structures. Matrix and Hybrid Structures. Network Organizations and Virtual Teams. Organizational Design for Innovation. Aligning Structure with Strategy: Case Studies.

Unit 2. External Environment and Inter Organizational Relationships

Understanding the External Environment. Environmental Analysis Techniques. Environmental Uncertainty. Inter-organizational Relationships: Collaborations and Partnerships. Strategic Alliances. Joint Ventures and Mergers. Supplier and Customer Relationships. Competitive Dynamics and Industry Analysis. Globalization and Inter-Organizational Relationships. Ethical and Legal Considerations. Designing Organizations for the International Environment Introduction to International Business. Globalization and Organizational Structures. Global Matrix Structures. Transnational Organizations. Global Virtual Teams. Cross-Cultural Management. International Human Resource Management. Global Supply Chain Management.

Unit 3. Internal Design Elements, Organizational Size, Life Cycle and Decline

Overview of Internal Design Elements. Organizational Structure and Design. Work Design and Job Analysis. Hierarchy and Authority. Departmentalization. Organizational Processes and Systems. Organizational Culture. Leadership and Governance. Organizational Change and Adaptation. Performance Management Systems. Introduction to Organizational Size and Its Implications. Theories of Organizational Growth and Decline. Organizational Life Cycle. Challenges of Organizational Growth. Organizational Decline and Turnaround Strategies. Downsizing and Restructuring. Innovation and Renewal. Organizational Resilience and Adaptability. Leadership During Organizational Decline.

Unit 4. Managing Dynamic Processes

Introduction to Dynamic Processes. Organizational Culture and Ethical Values. Innovation and Change Management. Decision-Making Processes. Conflict Management and Resolution. Power Dynamics and Influence. Organizational Learning and Knowledge Management. Agile Project Management. Crisis Management and Business Continuity. Performance Measurement and Feedback. Decision-Making Processes, Conflict, Power, and Politics Introduction to Decision-Making Processes. Rational Decision-Making Model. Bounded Rationality and Heuristics. Group Decision-Making. Conflict in

Organizations. Conflict Resolution Strategies. Power Dynamics in Organizations. Political Behavior in Organizations. Leadership and Influence. Ethical Consideration in Decision-Making and Conflict Resolution.

Unit 5. Introduction to Organizational Strategy and Effectiveness

Understanding Organizational Strategy. Theoretical Perspectives on Organizational Effectiveness. Challenges and Opportunities in Contemporary Organizations. Strategic Management Process. Case Studies and Applications Strategic Management and Planning. Strategic Planning Process. Strategic Analysis (SWOT analysis, Environmental scanning and analysis, Porter's Five Forces framework). Strategy Formulation (Business-level and corporate-level strategies. Types of strategies: differentiation, cost leadership, focus. Strategic options for growth, diversification, and market expansion. Strategy Implementation. Monitoring and Control.

Unit 6. Strategic Formulation and Implementation

Translating Strategy into Action. Developing SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals. Aligning Organizational Structure with Strategy. Balancing centralization and decentralization to enhance agility. Resource Allocation and Budgeting. Budgeting techniques for strategic projects and programs. Communication and Stakeholder Engagement. Engaging external stakeholders to support strategy execution. Innovation and Change Management. Understanding Innovation (Types of innovation, driver of competitive advantage). Fostering a Culture of Innovation, Innovation Strategies and Techniques: Open innovation vs. closed innovation approaches. Design thinking and agile methodologies for innovation. Understanding the need for change in organizations. Change management models and frameworks (e.g., Lewin's Change Management Model, Kotter's 8-Step Process). Identifying sources of resistance to change. Strategies for addressing resistance and gaining buy-in. Building a coalition of change champions to support the change process. Implementing Change Successfully.

Unit 7. Performance Management and Evaluation

Introduction to Performance Management: Key components of an effective performance management system. Performance Measurement and Metrics: Quantitative and qualitative measures of performance. Performance Appraisal and Feedback: (360-degree feedback, management by objectives). Performance Management Systems: Traditional vs. modern performance management approaches. Performance Evaluation and Reviews. Performance-Based Rewards and Recognition. Leadership and Organizational Effectiveness. Leadership Theories and Styles: Overview of traditional and contemporary leadership theories (e.g., trait theory, behavioral theory, transformational leadership). Different leadership styles: autocratic, democratic, laissez-faire,

situational, and servant leadership. Leadership Behaviors and Practices. Leadership and Change Management. Leadership and Innovation. Creating a Positive Organizational Culture. Ethical Leadership.

Unit 8. Globalization and International Strategy

Understanding Globalization. Implications of globalization for organizations and markets. Globalization's impact on trade, investment, and cultural exchange. Internationalization Strategies: Market entry modes: exporting, licensing, joint ventures, and foreign direct investment (FDI). Global standardization vs. localization of products and services. Global Market Analysis. Managing Global Operations. Global Strategic Alliances and Partnerships. Global Corporate Social Responsibility (CSR). Contemporary Issues in Organizational Strategy. The impact of emerging technologies (e.g., AI, Iota, Blockchain) on organizational strategy. Digital transformation and its implications for business models and operations. Globalization and Geopolitical Uncertainty. Sustainability and Corporate Social Responsibility (CSR): Addressing environmental, social, and governance (ESG) issues. Disruptive Innovation and Industry Disruption. Agile and Adaptive Strategy. Strategic Risk Management.

Recommended Books/Reference Material

1. Cameron, K. S., & Quinn, R. E. (2021). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. John Wiley & Sons.
2. Daft, R. L. (2020). *Organization Theory & Design* (13th ed.). Cengage Learning.
3. Daft, R. L., & Armstrong, A. (2021). *Organization Theory and Design* (4th ed.).
4. Daft, R. L., Willmott, H., & Murphy, J. (2020). *Organization Theory & Design: An International Perspective*.
5. Scott, W. R. (2020). *Organizations: Rational, Natural, and Open Systems*. Prentice Hall.

10.3.21 Leadership and Work Ethics

MS- Management Sciences

Course Code: HRM-721

Credit Hours: 03

Pre-requisite: None

Objectives

The course aims to explore the interplay between leadership principles and work ethics in organizational settings. Students will examine various leadership styles, ethical frameworks, and their impact on organizational culture and performance. Through case studies, discussions, and practical exercises, students will develop the skills necessary to lead with integrity and promote ethical behavior in the workplace.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Analyze different leadership styles and their effectiveness in promoting ethical behavior.
- Evaluate ethical dilemmas in organizational contexts and propose solutions based on ethical principles.
- Demonstrate effective communication and decision-making skills in ethically challenging situations.

Course Outline

Unit 1. Introduction to Leadership and Work Ethics

Definition and Conceptualization of Leadership. Role of Leadership in Organizational Success. Introduction to Work Ethics. Linkage Between Leadership and Work Ethics. Challenges and Opportunities in Leadership and Work Ethics. Ethical Leadership as a Driver of Organizational Culture. Ethical Decision-Making in Leadership. Introduction to Professional Codes of Conduct and Standards. Ethical Leadership Development. Emerging Trends in Leadership and Work Ethics.

Unit 2. Leadership Styles and Ethical Considerations

Overview of Leadership Styles. Transactional Leadership. Transformational Leadership. Servant Leadership. Authentic Leadership. Ethical Leadership Models and Frameworks. Adaptive Leadership. Situational Leadership. Cultural Intelligence and Cross-Cultural Leadership. Analysis of Leadership Style for project success. Making Framework (EDMF).

Unit 3. Ethical Decision Making

Introduction to Ethical Decision Making. Ethical Theories and Frameworks. Steps in Ethical Decision Making. Ethical Decision Making in Leadership Roles. Case Studies in Ethical Decision Making. Ethical Leadership and Organizational Culture. Ethical Leadership and Stakeholder Management. Ethical Leadership in Crisis Situations. Ethical Decision Making in Cross-Cultural Contexts. Ethical Leadership Development.

Unit 4. Creating an Ethical Organizational Culture

Understanding Organizational Culture. The Role of Leadership in Shaping Organizational Culture. Identifying Ethical Values and Principles. Communicating Ethical Expectations. Training and Education on Ethics. Rewarding Ethical Behavior. Creating Ethical Decision-Making Processes. Building Trust and Psychological Safety. Embedding Ethics into Organizational Systems and Processes. Measuring and Monitoring Ethical Culture, Case Studies and Best Practices.

Unit 5. Leadership Integrity and Trust

Introduction to Leadership Integrity and Trust. Characteristics of Leaders with Integrity. Building Trustworthy Relationships. Communication and Transparency. Ethical Decision Making and Integrity. Accountability and Responsibility. Handling Ethical Dilemmas with Integrity. Leading with Moral Courage. Earning and Sustaining Trust. Case Studies and Reflection.

Unit 6. Ethical Leadership in Decision Making and Conflict Resolution

Introduction to Ethical Leadership in Decision Making. Ethical Decision-Making Processes. Ethical Leadership in Strategic Decision Making. Handling Ethical Dilemmas. Conflict Resolution and Mediation. Promoting Collaboration and Consensus Building. Addressing Power Dynamics and Bias. Communicating Ethical Decisions. Ethical Leadership in Crisis Management. Reflection and Continuous Improvement.

Unit 7. Leading by Example: Role Modeling Ethical Behavior

Introduction to Role Modeling Ethical Behavior. Characteristics of Ethical Leaders. Building Trust through Ethical Leadership. Communication of Ethical Expectations. Leading with Transparency. Integrity in Action. Accountability and Responsibility. Ethical Decision Making in Leadership. Recognition and Reward for Ethical Behavior. Case Studies and Best Practices. Reflection and Application.

Unit 8. Corporate Social Responsibility (CSR) and Ethical Leadership

Introduction to Corporate Social Responsibility (CSR). The Business Case for CSR. Ethical Leadership in CSR. Stakeholder Engagement and Partnership. Environmental Sustainability and Ethical Leadership. Social Impact and Community Engagement. Ethics in Supply Chain Management. Measuring and Reporting CSR Performance. Corporate Governance and Ethical Leadership. Global Citizenship and Ethical Leadership. Future Trends and Challenges in CSR and Ethical Leadership.

Recommended Books/Reference Material

1. Flynn, G. (2022). *Leadership and Business Ethics*. Springer.
2. Brooks, L. J., & Dunn, P. (2020). *Business and Professional Ethics*. Cengage Learning.
3. Yadav, S. K. (2023). *Research and Publication Ethics*. Springer.
4. Kidwell, R. E., Martin, C. L., & Daly, J. P. (2021). *Ethical leadership: Global challenges and perspectives*. Taylor & Francis.
5. Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2020). *Business ethics: Ethical decision making and cases*. Cengage Learning.